

Autogrill Group

2013 Sustainability Report



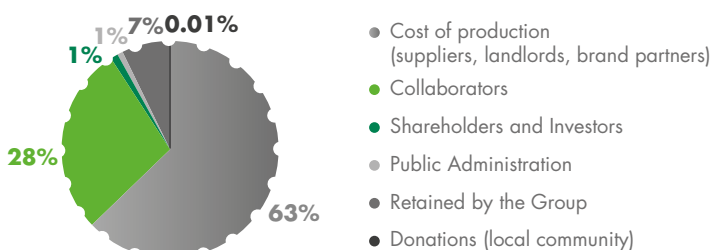
Highlights

30 countries over **1,000** locations over **250** brands
more than **4,500** stores 2013: euro **3.9** billion of revenues



✈ 142 airports **🛣 759** highways **🚉 56** railway stations
🏢 96 city centers, malls, trade fairgrounds and cultural sites

Economic value re-distribution 2013



Group employees: **54,898**

61% women

90% have a permanent employment contract¹

17 LEED certified points of sale worldwide



Best Commitment to
Corporate Social Responsibility
FAB Awards 2013
organized by The Moodie Report

¹ Excluding North America and the Pacific region, where employees are classified according to the relevant applicable national laws ("At-will employment"),

Autogrill Group

2013 Sustainability Report



Gianmario
Tondato Da Ruos

Chief Executive
Officer





CEO's letter

Dear Stakeholders,

As a result of the demerger we are now totally focussed on the Food & Beverage business and have defined our growth strategy along three lines: renewal of the offering, expansion into new geographies and repositioning of business channels.

With respect to the renewal of the offering, we are concentrating on the design of new commercial concepts and the stipulation of agreements with the brands that are most innovative and in line with the increasingly diversified needs of our customers. These actions have helped further raise international awareness of our Group. In the near future our points of sale will be rolling out commercial formats widely different in design, types of products and service. This process, which begun only recently, is already bearing fruit.

Regarding the geographical diversification of our business, we have continued to develop in countries with high growth rates by entering Vietnam and Indonesia and extending operations in the Middle East, thanks also to securing a concession at Abu Dhabi Airport.

We are convinced that these developments will contribute to the overall growth of our business in the airport channel. The Group is also looking with interest at significant opportunities in railway stations, revitalized by the spreading of high-speed networks, where travellers exhibit spending patterns more similar to those found at airports.

For a
sustainable
future



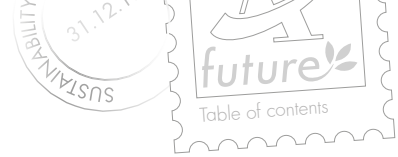


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Instructions for use

The Autogrill Sustainability Report is a technical document summarizing what the Group has accomplished during the year and, more in general, the actions undertaken in terms of sustainability.

It also represents a moment of reflection about the path undertaken and the progress made and identification of social and environmental improvement areas for the future.

The objective is to convey the complexity and richness of the Autogrill universe, channeling information about its social and environmental performance to meet needs regarding knowledge and interpretation of those assets that are considered key for the ongoing improvement of the company's management.

In 2004 Autogrill drafted its first internal document to trace the Group's position on social and environmental issues. In 2005, the Group made the first steps towards official reporting and disclosure of social and environmental information to all of its stakeholders through the annual publication of its Sustainability Report.

How to read the Autogrill 2013 Sustainability Report

With a view to providing the most comprehensive and exhaustive overview of the Group's activities, the Sustainability Report concentrates on three key areas defined as strategic for Autogrill business: "People", "Product" and "Planet". Divided in chapters, the Sustainability Report illustrates the Group's approach to each single area and includes details about the initiatives undertaken in all the countries in which the Group operates.

In addition to text, wherever applicable, petals of Autogrill's future philosophy have been added, to highlight the links between the three key areas - "People", "Product" and "Planet". In this way, the impacts resulting from the Group's sustainability activities and the interaction with all business aspects are thoroughly illustrated. In fact, sustainability is a virtuous cycle of interrelated behaviors.



People



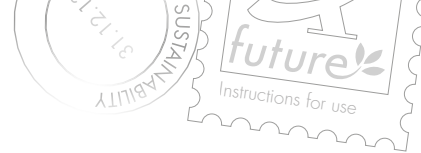
Product



Planet

The three strategic areas

This Sustainability Report was prepared and drafted thanks to the invaluable contribution of all the colleagues, who collaborate in collecting data and information made of public domain for the benefit of all readers.



Guidelines for the drafting of the Sustainability Report

Autogrill drafts its Sustainability Report according to the international Global Reporting Initiative (GRI-G3) principles. The standard calls for self-assessment of the same, broken down in three levels (A, B and C in decreasing order). The Autogrill Group has achieved a "B checked" status. The table including all references to the indicators taken into account is reported on page 112 and the verification of the self-assessment by Global Reporting Initiative is reported on page 119.



The Report was drafted according to the Global Reporting Initiative international principles

Drafting criteria for the definition of the content to be included in the Sustainability Report

In line with GRI-G3 Global Reporting Initiative standard, Autogrill defines the content to be included in the Sustainability Report according to the following drafting criteria:

Materiality: information in the Report includes topics and indicators that may reasonably be considered important in determining the organization's economic, environmental, and social impacts, or influencing the decisions of stakeholders.

Completeness: this step involves examining all economic, social and environmental aspects relative to the main geographic areas in which the Group operates, to enable stakeholders to assess the performance in the period of reference.

Stakeholder inclusiveness: the Report identifies the Group stakeholders and explains to what extent the latter's expectations and interests were fulfilled..

Sustainability context: the Report illustrates Group performance with reference to sustainability.

Perimeter and sources of information

The quantitative and qualitative data and information contained in this Report make reference to Autogrill S.p.A. and its subsidiaries as at 31 December 2013, unless otherwise specified. The economic-financial data is derived from the Hyperion system (which utilizes automated procedures providing periodic consolidation of accounting data and the preparation of reporting documents – Reports and Financial Statements), while all the other information regarding the organization and the environment is contained in the Sustainability Package, the reporting system through which the Group collects information and data regarding sustainability from the different countries according to GRI-G3 guidelines.

The amounts indicated in this document are expressed in euro millions or thousands or m€ and k€, respectively (unless otherwise specified), and indication is given as to when the aggregated data is a result of estimates.

Due to the partial proportional spinoff of Autogrill S.p.A., completed on 1 Oct. 2013 and resulting in the transfer of Travel Retail & Duty Free to World Duty Free S.p.A. (listed on the Mercato Telematico Azionario managed by Borsa Italiana S.p.A.), information and data published in the Sustainability Report 2013 only refer to Food&Beverage and do not include Travel Retail & Duty Free (Group data referring to 2012 and 2011 were consequently modified for comparison purposes and they thus differ from the data published in the Sustainability Reports of 2012 and 2011).

The world of Autogrill



Food & Beverage



Autogrill is the world's leader in catering services for travelers

Autogrill around the world

Autogrill is the world leader in catering and retail services for travelers.

Autogrill is present in 30 countries with approximately 55,000 collaborators and manages about 4,500 points of sale in over 1,000 locations. It mainly operates through concession contracts in airports, railway stations, highways, city centers, malls, trade fairs and cultural sites.

Thanks to its operations in North America, Italy and in other European countries, including France, Belgium, Switzerland and Germany, Autogrill is currently the world's leading organization operating under concession contracts.

The Group offers consumers a comprehensive range including both proprietary brands and concepts (like Ciao, Bistrot, Bubbles, Beadevin, La Tapenade) and third party proposals. The latter include both local and international brands (like Starbucks Coffee, Burger King, Brioche Dorée). The Group manages a portfolio of over 250 brands, either directly or under license agreements.

In the 2005-2008 time span, the Group diversified its activities by penetrating the Travel Retail & Duty Free segment through a series of acquisitions (Aldeasa, Alpha and World Duty Free), which were integrated in the subsequent years.

On 6 June 2013, the Shareholders' Meetings of Autogrill S.p.A. and WDF S.p.A. resolved on the partial and proportional spinoff of Autogrill S.p.A. in favor of WDF S.p.A.. Based on the transaction, Autogrill S.p.A. transferred to WDF S.p.A. the assets relative to the Travel Retail & Duty Free business.

As a result of the spinoff transaction, with effective date as of 1 October 2013, Autogrill Group operations now focus exclusively on the Food & Beverage segment.

Autogrill S.p.A. is listed on the Milan Stock Exchange and is controlled by Schematrentaquattro S.r.l. (50.1%), a company entirely owned by Edizione S.r.l., the holding company controlled by the Benetton family.

30 countries

more than 4,500 stores

in over 1,000 locations



- Australia
- Austria
- Belgium
- Canada
- Denmark
- Egypt
- United Arab Emirates
- Finland
- France
- Germany
- Greece
- India
- Indonesia
- Ireland
- Italy
- Malaysia
- New Zealand
- The Netherlands
- Poland
- United Kingdom
- Czech Republic
- Russia
- Singapore
- Slovenia
- Spain
- Sweden
- Switzerland
- Turkey
- USA
- Vietnam

The Group's **mission** is to offer travelers a quality service including **catering** and **entertainment**. This makes Autogrill a next generation multinational that shuns taste standardization to promote a "**glocal**" and **sustainable** vision of catering services aimed at promoting agro-food and cultural diversity, traditions and local production and preparation methods.

54,898 Group employees

61% women,

90% of the Group employees have a permanent employment contract ¹

30% of employees are 21-30 years old

"Feel good?"

over 53,600 customer satisfaction interviews in 2013

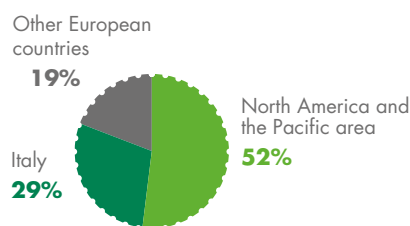
"Do you Feel good?"

approximately 17,900 employee engagement interviews in 2013

83% response rate

17 LEED certified points of sale worldwide

Revenues by geographic area



euro 3,984.8 million revenues in 2013

euro 314 million EBITDA

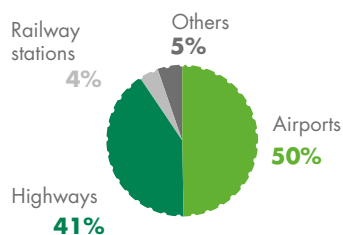
7.9% on revenues

euro 88.3 million EBIT

euro 162.6 million net investments

euro 672.7 million net financial position

Revenues by channel



1. Excluding North America and the Pacific region, where employees are classified according to the relevant applicable national laws ("At-will employment"), which envisages that either party may terminate the employment contract at any time without any liability.

Strategy and sustainability

Autogrill implements long term development strategies to translate the opportunities offered by the global dimension of the market in which it operates into value, while concurrently meeting stakeholders' demands and needs.

The trends and the acceleration of the international processes of change in the long term represent the global macro-scenario of Autogrill business activity, influencing its growth strategy and acting as a driving force for the internal processes of innovation and transformation of the operating models.

Among the transformations with a significant impact on Group development are:

- **mobility:** travelling today is a far more affordable experience, a privilege that is well within reach of a much larger number of people than it was in the past. According to the estimates presented in the JATA (International Air Transport Association) 2012-2016 Airline Industry Forecast, the worldwide traveler growth rate is expected to increase by 5.3% on an annual basis, resulting in approximately 800 million more passengers (+28.5%) in 2016. To pursue growth targets, Autogrill has been adopting a modular strategy according to the geographic areas and channel of activity (from participation in tenders to joint ventures with local partners and product and concept innovation) through the implementation of development plans that take into account the differences between mature markets, where mobility is a consolidated phenomenon, and emerging markets, where it still represents a relatively new phenomenon.

- **the role of the airport:** the evolution of travelling and the speed and comfort of the different means of transport has led to increased air traffic and to a transformation of airports from simple transit areas to true destinations themselves, characterized by a proposal of exclusive commercial and entertainment services that may not be found elsewhere. Therefore, the airport has now changed to become an "aerotropolis", a combination of city and airport, a service and social center, a new center of attraction that can be considered as a destination per se.

Autogrill plays an active role in this field as a result of its multi-year experience in providing services to travelers and its ability to establish partnerships with landlords. Autogrill has, in fact, re-shaped travelers' shopping experience in airports, enriching it with a variety of specialty foods conceived in its "**concept factory**". Autogrill intends to further develop the airport channel in the future as its main segment, as it offers both business and innovation opportunities;

- **globalization:** in a market scenario in which capital, information, talents and trade become increasingly intertwined, Autogrill is working to streamline the organization and corporate processes as well as improve operating efficiency by leveraging on the Group's know-how and internal competencies with international teams and projects;



Long term development prospects to transform opportunities into value

- **the new growth directions:** the demographic changes, growth in the emerging countries and the subsequent rise of the middle class at the global level spurred Autogrill to accelerate the development in new, high growth potential countries and extend its presence in the emerging areas of the global economy. In the past two years, the Group penetrated the Russian market, increased operations in Asia through joint ventures with local partners in Vietnam and Indonesia and also launched new initiatives in the Middle East with openings in Turkey and the United Arab Emirates;
- **attention to sustainability:** growing attention to the sustainable management of activities by institutions, consumers and society at large and an increased focus on the direct and indirect impacts on the environment and the people led the Group to carry out a thorough revision of its objectives, processes and business models. Autogrill has been committed for years to sustainability through the definition of policies and projects aimed at optimizing the positive impacts that it can have on its stakeholders, and managing and reducing the possible risks and negative impacts.

The Group strategy centers on ensuring steady value growth pursued through an increased number of operations in the geographic areas diversified by business channels, the ongoing process of product and concept innovation and improved services offered to customers, with the objective of increasing consumer and landlord satisfaction.

As to the airport and railway channel, the Group's strategy targets growth both in the countries in which the Group operates and in new geographic regions characterized by interesting traffic growth projections. In the highway channel, the Group will pursue a more selective and targeted policy, considering the limited potential growth of this channel in developed countries and the high investments necessary to penetrate new markets.

The parameters used by the Group to monitor results in terms of strategic objectives attained are: increased revenues and increased cash flow, both current and future, obtained through the stipulation and management of an extensive, diversified portfolio of concession contracts characterized by a balanced mix of time-based deadlines.

Objectives

- growth
- innovation
- simplification
- satisfaction

Special attention is paid to the renewal of the offering through the development of new concepts and the ongoing revision of the partner brand portfolio for the purpose of acquiring the most innovative and attractive brands on the market.

The Group is committed to streamlining the organization and its corporate processes, improving operating efficiency and investments by constantly monitoring progress in order to free up financial and managerial resources for pursuing further growth.

Maintaining a solid financial base is an essential condition for achieving the Group's objectives. Any opportunities for growth through acquisitions will be carefully evaluated in order to assess their congruence with the company's strategic goals in terms of geographic presence and channel diversification as well as their financial sustainability.

Attention to stakeholders

The Group's attention towards its stakeholders is based on the values defined in the Code of Ethics, illustrating the guidelines that Autogrill intends to apply vis-à-vis each stakeholder. The guidelines specify priorities, principles and behaviors to adopt for the relationships to be established.

Monitoring external mechanisms, considering long term, global trends and listening to stakeholder requests are just a few examples of the activities

that any enterprise today cannot afford to neglect if it intends to implement a sustainability-oriented approach.

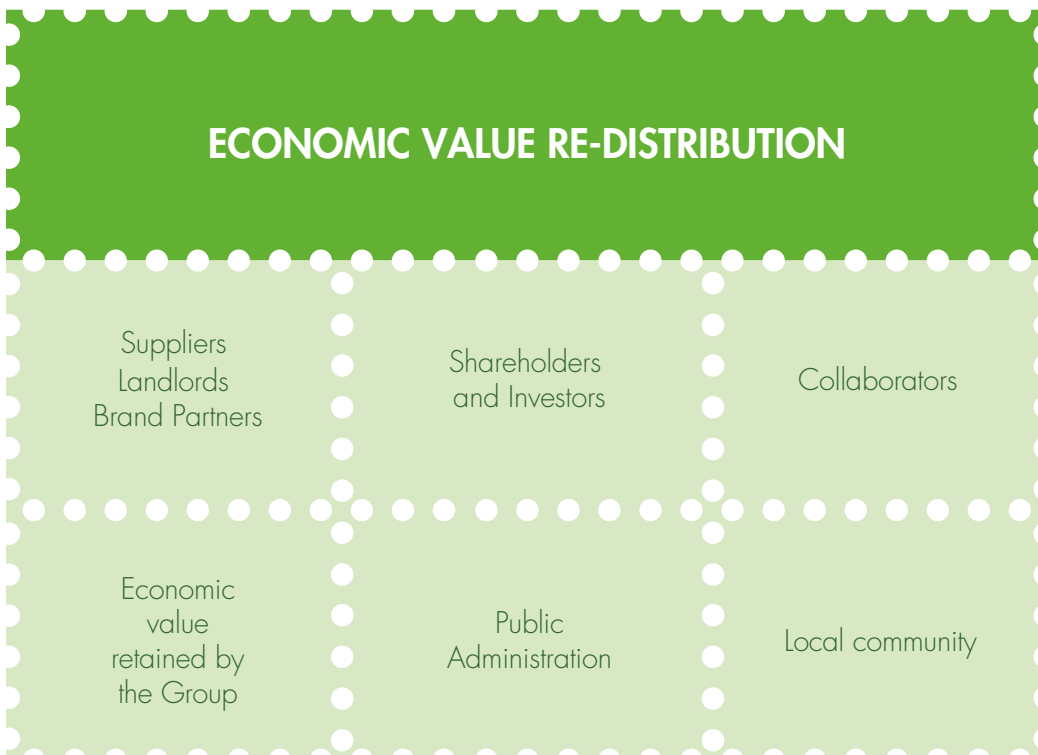
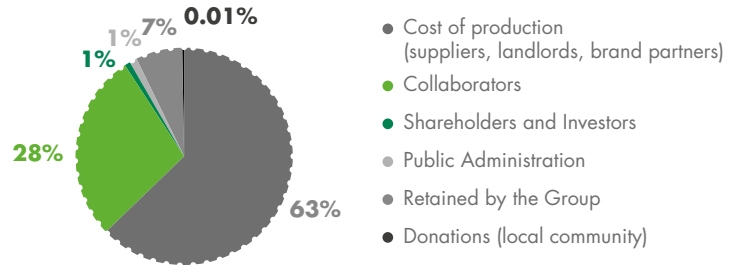
In this scenario, Autogrill CSR Department (Corporate Social Responsibility) plays an important role in promoting sustainability within the Group, by disseminating and supporting initiatives targeting ongoing improvement, on one hand, and facilitating communication with its stakeholders also through the drafting of a sustainability report on the other.

STAKEHOLDER	COMMITMENTS	ACTIONS
Autogrill for collaborators	The Group promotes behavior based on dignity, protection and respect of the rights of each individual. A daily commitment that becomes manifest in the provision of healthy and safe work environments, free of any type of discrimination, favoring the potential of expression of each single individual. The precise definition of the roles, responsibilities and powers creates the necessary conditions for collaborators to make decisions in the interest of the entire organization. > see chapter "People - Collaborators" page 39.	Annual employee engagement survey "Do you feel good?" > see chapter "People - Collaborators - Listening to improve" page 39.
Autogrill for consumers	The Group ensures its consumers compliance with specific quality standards in all the processes involved in the provision of products and services. The Group also promotes understanding and listening to customer needs and expectations as well as the development of innovative products and services that can meet consumer needs over the long run. > see chapter "People - Consumers" page 56.	Annual customer satisfaction survey "Feel good?", ad hoc test and survey and market research. > see chapter "People - Consumers" page 56, 59.
Autogrill for suppliers	The Group aims at favoring the creation of stable collaboration relationships over the long term with its suppliers, with the ultimate intention of creating reciprocal value. It therefore acts with transparency, integrity, impartiality and contractual fairness. In addition, it fosters the adoption of socially responsible behavior by suppliers, privileging commercial relationships with those entities that comply with the international regulations and principles in the matter of individual dignity, working conditions, health and safety. > see chapter "Product - Partnerships with suppliers" page 67.	Qualification processes > see chapter "Product - Partnerships with suppliers" page 67; "Product - Food Monitoring and safety" page 68. Single collaborations in the development of projects, products, services and ad hoc equipment. > inside the different chapters

STAKEHOLDER	COMMITMENTS	ACTIONS
Autogrill for landlords and brand partners	<p>The Group collaborates with landlords and brand partners to share the know-how acquired in the promotion and management of the concession-related relationships. Through an effective collaboration with landlords and partners the Group reaches the highest level of stakeholder and consumer satisfaction.</p> <p>> see chapter "Product - Partnerships with landlords" page 66; "Product - Partnerships with brand partners" page 64.</p>	<p>"Take a Look", the quarterly newsletter published by Autogrill and circulated to 250 landlords in Europe; Single collaborations in the development of projects, concepts and ad hoc services.</p> <p>> see chapter "Product - Partnerships with landlords" page 66; "Product - Partnerships with top brand partners" page 64; "Product - The factory of concepts" page 73</p>
Autogrill for the shareholders and the financial community	<p>The Group intends to increase value for its Shareholders, ensuring the Company's financial solidity and providing prompt, complete and transparent disclosures in relation to the management and the strategies adopted.</p> <p>The Company is interested in establishing and maintaining an ongoing dialogue with its Shareholders, institutional investors and financial analysts. To this end, in 1997 a dedicated corporate function was developed: Investor Relations.</p>	<p>In 2013, the activities targeting investors included analyst meetings, conference calls, investor days and road shows.</p> <p>In addition, in relation to the spinoff activity completed by the Group, in 2013 IR activities were planned and implemented, so as to ensure a steady and reliable flow of information towards shareholders.</p> <p>> see sections "Investor Relations" and "Governance" on the Company's website (www.autogrill.com)</p>
Autogrill for local communities	<p>The Group promotes dialogue with local communities in the areas in which it operates by developing projects of mutual interest or information campaigns on specific issues, aimed at improving quality of life and protecting the environment. In this context, Autogrill also takes into account the requests and expectations of the non-profit associations and organizations operating in the social services sector with open and proactive relationships and dialogue.</p> <p>> see chapter "People - Local communities" page 60.</p>	<p>Support and inclusiveness projects</p> <p>> see chapter "People - Local communities" page 60</p>
Autogrill for the environment	<p>The Group promotes innovative projects in order to involve stakeholders in achieving sustainability, protection and care of the natural environment. It defines strategies to reduce its carbon footprint and invests in research and development of solutions that enhance the quality of the environment. In this context, Autogrill also takes into account the requests and expectations of the non-profit associations and organizations operating in the environmental protection field with open and proactive relationships and dialogue.</p> <p>> see chapter "Planet" page 83.</p>	<p>Support and inclusiveness projects</p> <p>> see chapter "Planet" page 83</p>

The dialogue between the Group and its stakeholders enables the identification of the key issues to propose. This triggers a virtuous cycle that favors the development of projects that feed the process of innovation and the creation of added value. The concept of added value is the basis for the interpretation of the financial highlights contained in the document "Annual Report and Financial Statements" from the perspective of the stakeholders. It also makes it possible to understand the economic impacts that the company produces. The calculation of the value added measures the value created by Autogrill in the year, its distribution among the Group's stakeholders and what is retained by the company.

Economic value re-distribution 2013



An ongoing evolution

With the drafting of its first Sustainability Report, Autogrill began to adopt a sustainability-oriented approach. In 2004 Autogrill drafted an internal document to trace the Group's position in relation to social and environmental issues. Later, starting from 2005, official financial, social and environmental reporting and disclosure activities started vis-à-vis the stakeholders, resulting in an increasing commitment by Autogrill towards more sustainable business activities.

1 With the drafting of the first **Sustainability Report** in 2005, published to fulfil external disclosure requirements, Autogrill started developing projects related to sustainability within the Group.

2 In 2007, **Afuture** was developed with the objective of innovating Autogrill points of sale by integrating eco-compatibility and economic efficiency.

3 The project evolved over time, from an international think tank of ideas, projects and best practices to share within the Group to a true business sustainability philosophy: "**Afuture, shape our tomorrow**".



Today AFuture means
implementing sustainability
in doing business

4 "Shape our Tomorrow", for us and for future generations, represents the crossing of a bridge, the evolution from a philosophy to a strategy based on sustainability. During this journey, the sharing and understanding of the meaning of sustainability among the different corporate functions was of utmost importance.

This enabled the Group to structure and adapt the concept of sustainability to Autogrill and led to the identification of the **three strategic areas** related to sustainability. The first is focused on people, the fundamental asset for a company like Autogrill; the second revolves around products and the Group's core business and the third concentrates on the planet, a compelling topic for any organization.



A-People = We want to take care of our collaborators so that they can provide value added services to customers and the local community.



A-Product = We want to think in an innovative way and offer products that guarantee safety and quality criteria, so that they will enjoy and remember their experience in our points of sale.



A-Planet = We want to protect the environment by involving our partners and suppliers with the contribution of our collaborators and customers.

5 At the end of 2011, within the framework of the "Route to Innovation" (the Group's plan dedicated to innovation) Autogrill Group's sustainability roadmap was launched. For the first time, the **Afuture Roadmap** identified and defined precise sustainability objectives for the Group. In 2012 methods were identified to implement the Roadmap effectively and establish a data baseline that would allow the Group to monitor the attainment of objectives.

In 2013 half-year data was monitored along with the activities carried out at the country level to reach the objectives. Each chapter dedicated to the three key areas is enriched by 'Focus Stories' that provide additional insight into the progress made towards the attainment of the established objectives.

Autogrill Group challenges for the future. L'AFuture Roadmap (2012-2015)



To Autogrill, sustainability is an ongoing and progressive commitment, as shown by the numerous objectives achieved through the Afuture project. Today, sustainability is a true challenge: an innovation path punctuated by objectives to reach through the Afuture Roadmap.

The Sustainability Roadmap provides the strategic orientation to supplement a sustainable approach in the management of business operations in the two sectors, defining improvement and innovation

objectives for the Group companies in order to identify, design and implement sustainable actions.

The Roadmap's primary aim is to define areas for improvement of the Group's performance and promote, inside and outside the organization, an approach targeting process, product and service innovation, with the ultimate goal of achieving sustainability while satisfying stakeholder expectations.

Integrating a sustainable approach with operating activities means implementing a strategic vision and maintaining a consistent orientation towards improvement and innovation. The determination of sustainability objectives accelerates the development of ancillary processes and activities, highlighting the need for greater alignment between the multiple situations that the Group is currently facing.

For this purpose a broad and well-structured framework was identified and defined, enabling the Group to have a clear and integrated vision of what sustainability is to Autogrill: the Group Sustainability Policy.

Afuture Framework is the strategic framework of reference for Autogrill’s actions, introducing the Policy and summarizing it while defining it also at the operational level in combination with the ancillary activities.

The strategic level defines sustainability in terms of Vision, Mission and Values, from which the three areas - People, Product and Planet – that the Autogrill Group considers priorities were identified. Specific drivers were also identified within each area, detailing the areas of application of the Policy, supported by the Roadmap.



Afuture Framework is Autogrill’s strategic framework for action

Support tools were developed to favor and assist in the implementation of the operating activity framework, including monitoring and reporting activities, training and communication.

The definition of a Sustainability Policy for Autogrill Group was an important step in disseminating its vision in all the countries in which it operates.

Contained in the Policy, the Roadmap details the sustainability objectives for the 2012-2015 three-year span and also establishes a series of parameters useful both for sustainability reporting and the Group’s strategic and management processes.

Moreover, in this continuously evolving context it is important to constantly update the Roadmap, taking into account any changes in the scenario of reference within the Group, as well as any external developments.



Afuture Framework



STRATEGIC LEVEL

Strategic areas of sustainability

OPERATING LEVEL



- Diversity and equal opportunity
- Skill empowerment
- **Health and safety**
- Welfare and wellbeing
- Human rights
- Listening and dialogue with collaborators
- Listening and dialogue with customers
- Relations with the local community



- **Procurement and construction**
- **Energy management**
- **Water management**
- Waste
- Logistics



- Sustainable research and development
- Sustainable supply chain and purchases
- Product information to consumers
- Fair partnership (landlords, suppliers, etc.)
- Food leftover collection
- **Packaging**



GOVERNANCE: ROLES AND RESPONSIBILITIES

Support tools



Business and governance

Since its establishment in 1977, the Group has grown through numerous steps and events that represented important milestones for the development of new growth strategies. In particular, the Group grew through the acquisition of foreign companies (the most significant transaction was completed in 1999 with the acquisition of HMSHost, leader in the provision of airport catering services in the USA),

Autogrill carries out catering activities in all the channels that relate to mobility (airports, highways and railway stations) in **Italy** through **Autogrill Italia**, in other **European countries** (France, Belgium and Switzerland) through foreign divisions and in **North America** (United States and Canada) through **HMSHost**, a division also responsible for operations at Amsterdam's Schiphol airport and in some other airports in **Northern Europe, Asia and Oceania**.

The offering is generally characterized by both a local and global imprint, through the use of **proprietary brands** (like, for example, Puro Gusto, Ciao, Bubbles, Beaudévin etc.), local licensed brands and the management of internationally renowned licensed brands like Starbucks Coffee, Burger King, Brioche Dorée, etc..

In some countries and channels, Food & Beverage units also offer, in a more or less integrated way with the catering offering, products for daily use (papers and magazines, tobacco, lottery tickets) and other products, food and non-food (in 2013 tobacco sales accounted for 4% of the Group's total sales, alcohol for 8%) as well as re-fuelling services.

The main new contracts stipulated in 2013:

- Airports of Bali-Ngurah Rai, Surabaya-Juanda and Balikpapan-Sepinggan in Indonesia
- Dusseldorf airport in Germany
- In the railway stations of the Eurotunnel in the UK and inside the East Midlands airport
- Pulkovo-Saint Petersburg airport in Russia

Food & Beverage

in the main
travelers'
channels

Group operations are mainly conducted via contracts for the assignment of commercial services awarded by the landlords and operators of infrastructures (airports, highways, railway stations, etc.). In the majority of cases, the contracts are stipulated following competitive tenders for which it

is of the utmost importance to rely on elevated know-how, high quality standards of the offer proposed and of the quality-price ratio and local differentiation of the product offering in order to meet different consumer needs.



The valuation criteria of the offer vary in relation to the business channels, the offer type and the country of reference. The main selection criteria include:

- economic-financial quality and sustainability of the commercial project;
- brand portfolio;
- design and layout of the spaces;
- operator’s know-how and track record;
- financial commitments undertaken in terms of capex and rents.

Despite the stiff competition, in most cases concessions offer an important advantage over other types of contracts: exclusivity.

The concession system allows the planning of activities over the medium-long term. The duration of the contract is usually proportional to the level of capital expenditure required and varies based on the type of offering. Generally, catering activities on highways require higher investments than other channels, because in the majority of cases investments are also needed for the refurbishment of the building. In view of this, highway concessions have an average duration of 10 to 25 years, with peaks of over 30 years, while airport concessions are generally for briefer periods, averaging 5-10 years.

Governance structure

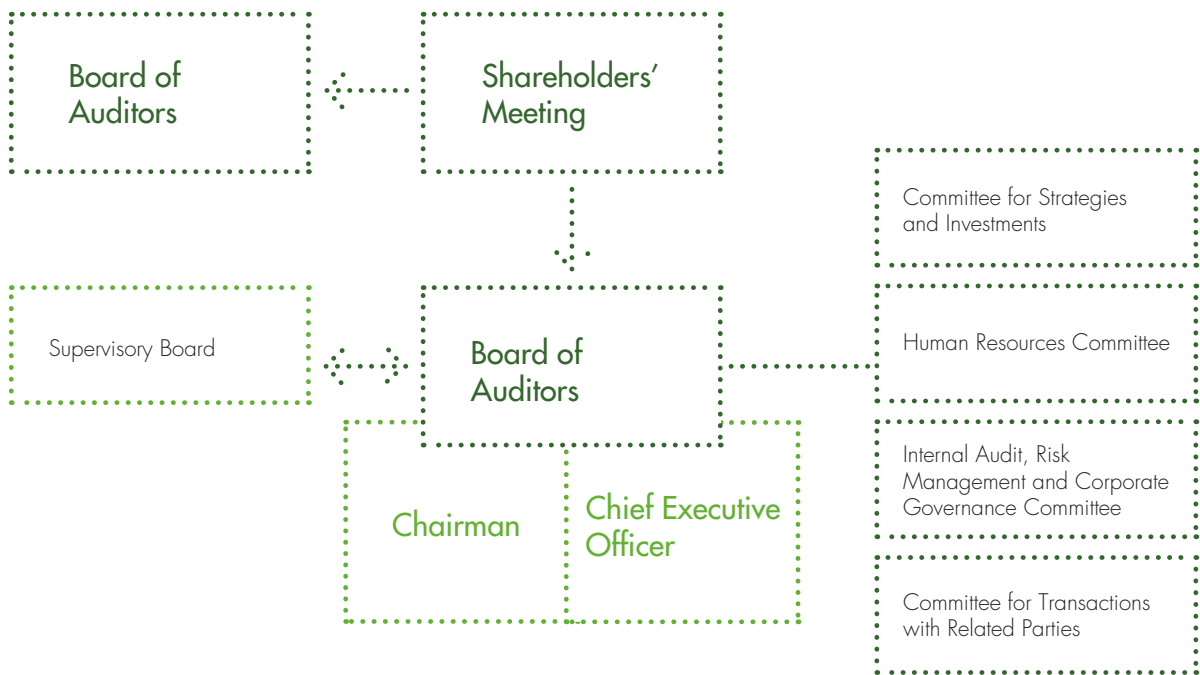
Autogrill is organized according to a traditional system:

- Shareholders' Meeting;
- Board of Directors, which appoints a Chairman and a CEO;
- Board of Auditors.

The members of these boards and the corporate officers are supported by the following committees and functions:

- Internal Audit Committee, responsible for risk management and Corporate Governance;

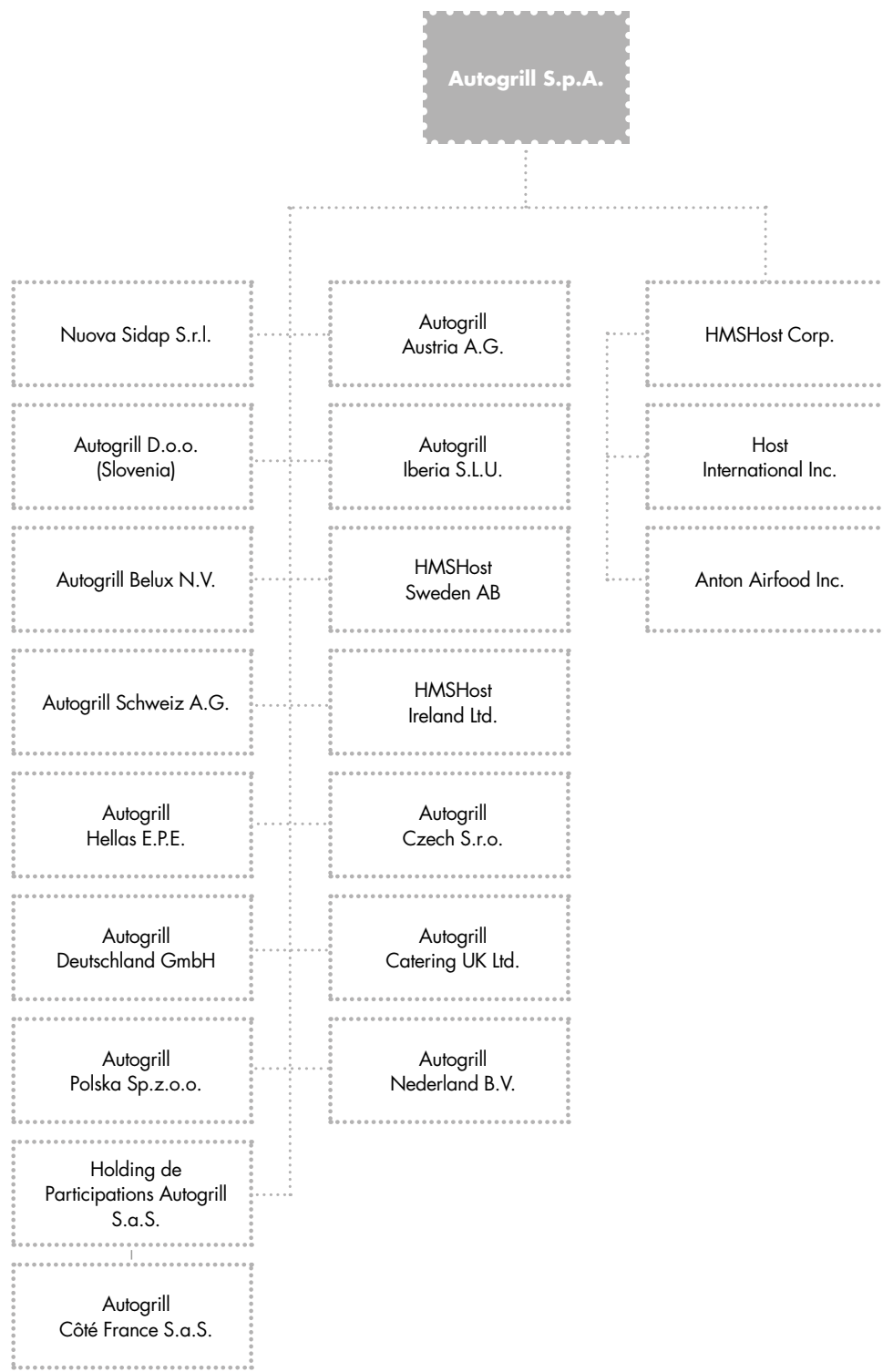
- Human Resources Committee;
- Committee for Strategies and Investments;
- Committee for Related Parties Transactions;
- Director responsible for internal audit and risk management;
- Executive responsible for the drafting of the accounting documents;
- Supervisory Board established from within the Board;
- Director responsible for internal audit for Autogrill;



All the persons and the Committees playing an active role in the Group's corporate governance management take concrete actions in order to maintain the highest standards in terms of

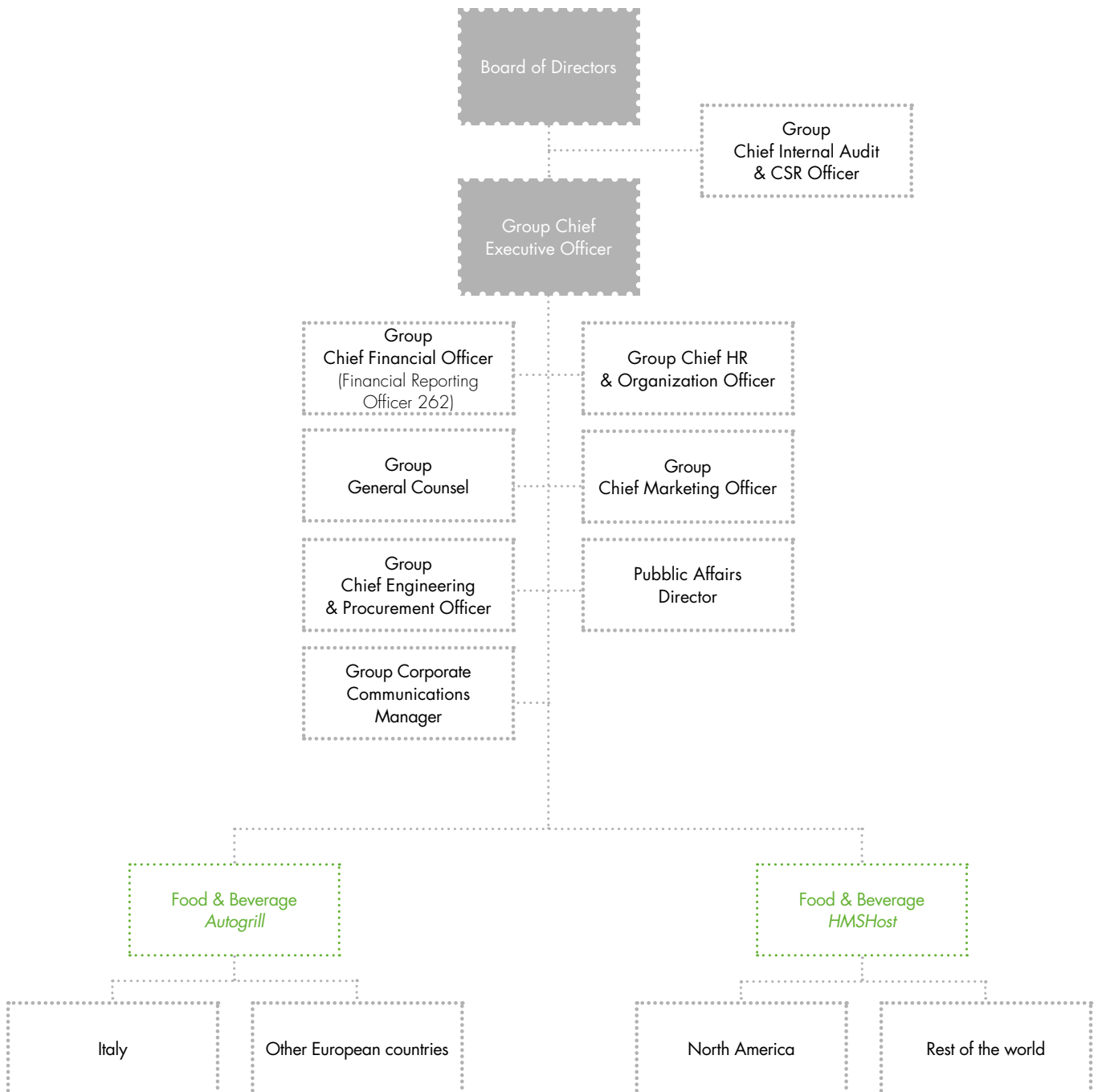
correctness and transparency in the management of the business and in the valuation of risks and opportunities.

Simplified organization structure²



2. If not otherwise specified, the controlling shares are to be intended at 100%; the complete list of the equity interests owned is contained in the Annexes to the Explanatory Notes to the 2013 Group consolidated financial statements.

Organization structure³



3. The company names are updated at March 2014.

Autogrill Group's structure reflects its multinational nature, developed through successful acquisitions in Europe and America.

The Leadership Team, composed of Staff Leaders and Business Leaders, reports to the CEO of the parent company. The Staff Leaders are responsible for the Group's different orientation and control functions (corporate functions). The Business Leaders are responsible for the different geographic areas (Italy, other European countries, North America, rest of the world). The business units manage the operating levers according to objectives and guidelines defined by the corporate functions of Autogrill S.p.A., the parent company. The corporate functions play a strategic orientation role, including the definition of the Group's standards and policies,

promotion of their implementation, exchange of best practices and co-ordination of the Group's planning initiatives.

In 2013 Autogrill further consolidated its support functions to Operations of the F&B Europe Region (or central F&B Europe) which reports directly to the corresponding Corporate functions, managing the main processes of support to the Operations of the countries/sub-regions as well as providing orientation in business decisions (*Business Development, Marketing, Purchases*).

The main risks to which the Autogrill Group is exposed

The objective of the Group's Risk Management function is to ensure that the different business units making up the Group manage risks in a standardized way through the implementation of a model based on the systematic identification, analysis and assessment of the risk areas that can have an impact on the attainment of the Group's strategic objectives. It contributes to the development of the necessary risk mitigation actions aiming at reducing the level of volatility of the Group's pre-established objectives.

Below are the Group's main risks:

Traffic flow

The Group activities depend on traffic flow. Any factor that may significantly reduce traffic flow in the countries and channels in which the Group operates represents a risk for the generation of value.

A strategic factor to mitigate traffic flow risk is to work on the diversification of the Group's activities in terms of channels and geographic areas of operation; the ongoing updating of the offering and

of the customer service level; the updating of the operating model; the focus on sales profitability through the implementation of a cost reduction policy while maintaining the same level of offering and service quality and the modulation of development investments to limit the impact on cash flow generation.

Reputation

Reputation both in relation to customers, landlords and licensors is particularly important for the Group and represents one of the main assessment factors in the process of assignment and renewal of the concessions by landlords.

To mitigate this risk, the Group carries out ongoing activities to monitor the service quality provided to customers and landlords.

Consumption habits

Changes in consumption habits represent a risk if the Group does not promptly and adequately react to changing customer requests with actions targeting the service model and the offering.

The availability of a broad portfolio of brands and commercial formulas contributes to mitigating this risk.

Cost of concession contracts

Group operations are mainly ensured through multi-year contracts for the assignment of commercial services awarded through competitive tenders by the holders of concessions for the management of the infrastructures (airports, highways, railway stations, etc.). As the competitive scenario and the characteristics of the tenders themselves have changed over time, when new concessions are awarded or existing ones renewed, the contractual conditions imposed by landlords may be less favorable than those currently in force. In addition, the concession contracts stipulated by the Group generally envisage, besides a multi-year duration, the obligation for the company to pay a guarantee minimum annual amount, regardless of the revenues generated by the services contracted.

In general, the Group mitigates this risk by strictly monitoring contract portfolio profitability, on the one hand, and on the other by implementing an approach that aims at establishing and maintaining a steady collaboration and partnership with landlords over time. This also includes the analysis of solutions, in terms of concepts and commercial offering, that maximize contract profitability.

Cost of personnel

Labor represents a key factor for the Group activities, characterized by a high level of service to consumers. The need to maintain levels of service consistent with customer and landlord expectations and the complexity of the overall international regulatory framework limit flexibility in managing the work force.

To mitigate this risk the Group has implemented actions that are based on the ongoing monitoring of the management processes and procedures aimed at maximizing labor efficiency, increasing flexibility and reducing the risk of accidents.

Regulatory framework

The Group's operating sectors are subject to strict legislation for the management of operations and customer and employee safety, both with reference to the protection of the individual and product quality. Any failed compliance with regulations may result in loss of reputation towards landlords and customers in addition to exposing the Group to the risk of litigation.

To mitigate this risk, the internal functions, supported by experts in specialist areas, regularly monitor any changes in the regulatory framework to enable the Group to progressively adjust its processes and procedures, controls and new needs, and promptly develop staff training to make such adjustments operational. Also very important are the ongoing monitoring and auditing activities focusing on service quality compared to the contractual and regulatory requirements.

Innovation

The Group's ability to maintain a steady and ongoing process of innovation in its operating model, concepts, products and processes represents a key factor in keeping the level of service and the quality of the offering in line with customer expectations. Customer expectations are, in fact, of strategic importance to the Group.

The actions implemented to mitigate the reputation risk, the regulatory framework risk (relative to the quality of the processes for the preparation of the products and the provision of catering services) and the controls on the quality of the supplies of raw materials are the same applied to mitigate the risk pertaining to innovation.

Development of emerging markets

The Autogrill Group operates in a number of emerging markets and future projections include expansion into other emerging markets, which, typically, present higher risks than the areas in which the Group has its main operations.

To mitigate this risk, the Group, besides the diversification applied in terms of brands and commercial formulas, steadily monitors customer satisfaction, concentrating on the offering of an attractive portfolio of brands, concepts and commercial mix, in order to be in a position to promptly interpret and react to changes.

Results from operations

Revenues

In 2013 the Group's consolidated revenues totaled € 3,984.8 million, down 0.3% (-2.2% on a like-for-like basis) against € 4,075.6 million of the previous year. The Group posted revenues showing a growing trend in North America, supported by increased traffic, which also translated into a higher number of transactions and average receipt. Conversely, revenues in Europe decreased, with a negative performance in Italy, still strongly penalized by the adverse economic scenario, which had an impact on consumer spending and mobility. This negative performance annulled the positive performance of other European countries, in particular Belgium, Germany and Great Britain. The positive consumer flow trend supported the positive performance of the airports, with revenues up 1.5%⁴. Though limited compared to that calculated on a like-for-like basis, due to the transfer of the airport retail business in North America, completed in the fourth quarter of 2013, and the transfer of a few stores in the United States, the overall growth in this channel and the development

in the railway stations compensated for the weakness registered in the highway channel, as well as the sharp decline in sales in other channels (city centers, exhibition grounds and malls), mainly resulting from the shutting down of several stores.

EBITDA

In 2013 Autogrill posted consolidated EBITDA at € 314.0 million, down 1.9% (-4.1% on a like-for-like basis) against € 327.6 million in 2012, with an incidence on revenues decreasing from 8% in 2012 to 7.9% in 2013.

When excluding non-recurring items⁵ and the contribution to the results of the last quarter of 2012 resulting from the transfer of the US retail business, completed in September 2013, the drop in EBITDA would have totaled 3.1% (-5.3% on a like-for-like basis) and the incidence on the margin of revenues in 2013 would have been equal to 7.9%. The change mainly reflects the rigidity of the fixed costs - rents and labor - vis-à-vis the significant reduction in sales registered in Europe.

4. -1.5% on a like-for-like basis

5. 2013: non-recurring costs totalling € 2.3 million (re-organization costs of € 11.6 million, spin off costs for € 4.5 million and non-recurring revenues equal to € 13.8 million); 2012: re-organization costs totalling € 9.6 million

Revenues by geographic area

North America and the Pacific

In 2013 North America and the Pacific⁶ generated revenues from sales totaling \$ 2,759.3 million, up

1.1% against \$ 2,730.0 million in 2012. Below are details relative to the performance broken down by channel:

(m\$)	FY 2013	FY 2012	Difference	
			2012	
Airports	2,264.6	2,237.1	1.2%	
Highways	440.4	433.2	1.7%	
Others	54.3	59.8	(9.1%)	
Total	2,759.3	2,730.0	1.1%	

Italy

In 2013 revenues generated in Italy were equal to € 1,154.1 million, down 6.0% against € 1,227.8 million in 2012. In Italy, sales performance was strongly penalized for the second consecutive year by the difficult economic scenario, which resulted in reduced traffic flow on highways and reduced consumption and consumer spending. The drop

also reflected the shutting down of several non-profitable stores in city centers, malls and exhibition grounds.

Here below are details regarding sales broken down by channel:

(m€)	FY 2013	FY 2012	Difference	
			2012	
Highways	878.3	929.6	(5.5%)	
Airports	83.1	88.1	(5.7%)	
Railway stations	45.4	43.7	3.9%	
Others*	147.3	166.3	(11.4%)	
Total	1,154.1	1,227.8	(6.0%)	

* Includes sales to affiliates

Other European countries

In 2013 revenues generated in the **other European countries** equaled € 753.0 million, up 4.7% against € 723.0 million of the previous year

(+4.2% at current exchange rates).

Here below are details regarding sales broken down by channel:

(m€)	FY 2013	FY 2012	Difference	
			2012	Like-for like
Highways	402.1	381.2	5.5%	5.9%
Airports	201.2	191.3	5.2%	5.9%
Railway stations	112.2	109.4	2.5%	3.0%
Others	37.6	41.1	(8.5%)	(7.4%)
Total	753.0	723.0	4.2%	4.7%

6. Results in this segment comprise data from the Schiphol airport of Amsterdam and operations in Australia, Canada, India, Malaysia, United Arab Emirates, Turkey, New Zealand, Singapore and Vietnam

Investments by geographic area

Below are the details regarding investments made in the period broken down by geographic area:

(m€)	FY 2013	FY 2012	Difference	
			2012	Like-for like
North America and the Pacific area	89.8	156.0	(42.4%)	(39.8%)
Italy	29.8	55.2	(46.0%)	(46.0%)
Other European countries	37.8	35.1	7.4%	8.0%
Corporate and non-allocated	5.2	6.2	(15.8%)	(15.8%)
Food & Beverage	162.6	252.6	(35.6%)	(33.8%)

Investments mainly referred to the airports of Los Angeles, San Diego, Atlanta, Amsterdam, Saint Petersburg and Marseille, the gas stations on the

Pennsylvania Turnpike in the United States and Villoresi Est in Italy, as well as a number of railway stations in France (Paris) and Italy (Milan).

(Source: 2013 Report on operations)



Good corporate reporting is based on the principles of responsibility and transparency. In 2013 Autogrill won the Reporting Award for the category "Listed companies and large businesses"

All complete and detailed information relative to the Autogrill Group Corporate Governance are included in the [Report on Corporate Governance and Ownership Structure](#), drafted pursuant to article 123 bis of the Italian Consolidated Finance Act and article 89 bis of Consob Issuer Regulation published on the Group's website (www.autogrill.com).

The following documents are also available on the Group's website (www.autogrill.com):

- Autogrill By-Laws
- Code of Ethics
- Group consolidated report on operations and financial statements
- Parent Company report on operations and financial statements
- Report on remuneration

Commitments, progress and objectives reached

As to the activities connected to the three strategic areas - People, Product and Planet – the Group has reached important objectives over time and will continue its commitment in the future, in pursuit of the objectives indicated in the Roadmap.



		DETAILS
EMPLOYEE ENGAGEMENT" SURVEYS	In 2013 the program for the identification of the level of employee engagement through the "Do you feel good?" survey was continued. Thanks to the outcomes of the past edition an action plan analyzing the opportunities for improvement was developed.	see page 40
"CUSTOMER SATISFACTION" SURVEY	In 2013 Customer Satisfaction continues to be assessed through the "Feel good?" survey, designed to measure the level of quality perceived by customers. The survey served the objective of developing targeted and structured marketing plans.	see page 59
ASSESSMENT AND DEVELOPMENT	For the process of assessing competencies and performances, the same system adopted by the Group, based on an automated online tool, was extended to various countries (United States, Italy, France, Spain, Belgium, the Netherlands and the corporate offices), thus enabling comprehensive transparency and ongoing accessibility. In 2014 the system will also be extended to other main European countries (Germany, Austria and Switzerland).	see page 45
HEALTH AND SAFETY	Ongoing commitment to ensuring a healthy and safe work environment, by further decreasing the number of injuries at the Group level through prevention and training actions as well as the implementation of new technology and tools. Consolidation of a more standardized monitoring phase thanks to the dissemination of the Afuture Roadmap.	see page 51
DONATIONS	Support to communities, in particular through donations in kind, specifically food left over at the end of the day in the stores or at the warehouse.	see page 60





In the three areas - People, Product and Planet - the Group reached important targets



		DETAILS
THE FACTORY OF CONCEPTS	To Autogrill the "Factory of Concepts" means the combination of trend analyses that emerge from the markets with the in-depth knowledge of the requests derived from consumers, landlords and brand partners in order to design innovative concepts that match our customers' tastes and satisfy travelers through a mix of design, offering and services provided in the different channels in which the Group operates.	see page 73
SUSTAINABLE DIET	In recent years the Autogrill Group has increasingly concentrated on activities aimed at promoting healthy and balanced lifestyles also thanks to quality food. Partnerships represent the starting point for the development of a sustainable diet. A self-explanatory example is the collaboration with the University of Gastronomic Sciences in Pollenzo, Italy, or that with the Culinary Institute of America in the United States.	see page 73
QUALITY AND SAFETY	The Autogrill Group distinguishes itself for the constant attention paid to the quality of the offering through well-defined supplier selection processes and service control in the stores.	see page 68
PACKAGING	European mapping of the categories and packaging products ("consumables"), consumables optimization activity including the revision - in a sustainable key - of the triangular plate for pizza made of poly-coupled plasticized paper.	see page 78





		DETAILS
CONSUMPTION	Ongoing focus on reducing energy and water consumption in the different countries in which the Group operates through the creation of management systems, the application of energy efficient technologies and collaborations with partners.	see page 92
INVOLVEMENT	Being aware of the fundamental role played by collaborators in the correct management of stores, the Group organizes different initiatives to increase their involvement and raise their awareness in relation to eco-sustainability.	see page 84
MATERIAL MANAGEMENT	Also in relation to the management of waste and materials, the Group implements sustainability through projects developed at the country level to optimize the opportunities offered by local administrations, landlords and commercial partners.	see page 96
CERTIFICATIONS	To date, the Group has obtained 17 LEED certifications in the world, specifically: 12 LEED Gold certified buildings and 5 LEED Silver certified buildings in Canada, the US and Italy. The Group also obtained environmental certifications for specific individual stores in other countries, including ISO 14001, EMAS, BBC - Bâtiment Basse Consommation, HQE and Haute Qualité Environnementale.	see page 90



in the future, the Group will continue to pursue the targets established in the Roadmap



Prizes and awards

The Group and its companies received numerous prizes and awards in 2013. Below is a list of the most important acknowledgements received during the year, testifying to the company's dynamic approach and its striving for excellence.

Airport Revenue News (ARN)

Las Vegas, 27 February 2013

HMSHost received the Airport Revenue News (ARN) prize in the **Best Overall Food & Beverage Operator category** - for the sixth consecutive year, in the category **Food Operator with Highest Regard for Customer Service** for customer service, **Best Food & Beverage Brand Operator** for brand management, **Best New Food & Beverage Concept** for "The Varsity" in Hartsfield-Jackson Atlanta international airport and **Best Restaurant Design** for the concept developed by HMSHost "Wicker Park Seafood & Sushi" in the Chicago O'Hare international airport.

Moody Report FAB prizes

Dubai, 2 October 2013

For the third consecutive year, Autogrill was among the companies which received an award from FAB Award (Food&Beverage Awards), the international initiative dedicated to global airport catering services organized by the business intelligence magazine "The Moodie Report". The Group actually received 5 prestigious acknowledgements in all, of which three were assigned to the parent company Autogrill and two to its subsidiary HMSHost.

The prize for **Best Commitment to Corporate Social Responsibility** was given to Afuture, Autogrill program on sustainability, which is based on three key areas: "People", "Product" and "Planet".

The prize for **Best Railway station F&B Offer Award** was assigned to the new "Bistrot Milano Centrale", developed through the collaboration between Autogrill and the University of Gastronomic Sciences in Pollenzo, and inaugurated in recent months in the Central Railway Station of Milan.

The prize for **Best Airport Wine Bar** was awarded to Crú, introduced by HMSHost in partnership with its developer, Patrick Colombo, in Denver International Airport.

The prize for **Best Airport Food Court** was assigned to Hartsfield-Jackson Atlanta International Airport, where HMSHost developed an innovative mix of gourmet restaurants, fast casual and quick service, with the introduction of local and national brands. The prize of **Best Digital/Media Initiative Award** was assigned to Vyaggio, the application developed by Autogrill that can be downloaded on smartphones or accessed from the web, enabling quick access to and identification of Group stores, with the advantage of extra services and personalized coupons.

Financial Statements Award

Milan, 2 December 2013

In 2013 Autogrill won the Financial Statements Award for the category "Listed companies and large businesses". The prize was assigned to the Group because the "Financial Statements, including the Report on Operations, the Company's Financial Statements, the Group's consolidated Financial Statements, the Sustainability Report, the Report on Corporate Governance and Ownership Structure, exhaustively represent the context in which the Autogrill Group operates in Italy and abroad". The award was received by Autogrill President Gilberto Benetton, and the company's CEO, Gianmario Tondato Da Ruos, who attended the awards ceremony, held in Milan at the offices of Borsa Italiana under the patronage of the President of the Italian Republic.

A-People
A-Product
A-Planet





The three strategic areas



Collaborators 39

Customers 56

Local community 60

A-People



Collaborators

The Group is an organization composed of people who create products and services for other people. For this reason it believes that establishing value-creating relationships between the organization, its collaborators and customers is of the utmost importance. Taking care to generate value, this is the key concept of any strategic relation aimed at managing and enhancing people.

Improving employee relations and satisfaction; offering travelers better service; sharing objectives with partners and landlords; carrying out periodic analyses to fully understand the landlords, consumers and the characteristics of the markets means being innovative, extending and re-inventing one's concepts.

"This year too, everybody's engagement will be the driver to change"

Alessandra De Gaetano, Chief Operating Officer Italy

Listening to improve

A clear and well-structured social responsibility policy focused on the relations that an organization develops with its collaborators can result in benefits to its competitive edge. Collaborators represent the human capital of the organization itself, i.e. the combination of skills, knowledge, competencies and professionalism that characterize and distinguish the organization.

Any collaborator faced with a customer represents the Company itself, the Company's business philosophy, its know-how and its attitude towards the environment. This is why the relationship between Autogrill Group and its collaborators is a strategic element and a fundamental variable in creating and sharing value. Satisfied customers are the very best promotional tool any company can have.

In the modern social scenario, where one-way communications appear anachronistic and are being extensively replaced by a wide range of tools that promote involvement, sharing and the co-development of contents, employee engagement is a fundamental lever in managing resources in the long term. And defining clear objectives that also take into account employee needs and desires is another important lever to target innovation and engagement.

For the second consecutive year Autogrill decided to conduct the "Do you feel good ?" survey at the European level, with the objective of probing the level of employee engagement. The questionnaire was structured to analyze the four areas considered key to express employee level of engagement. These are:

- Satisfaction: level of satisfaction that an individual obtains from his/her work within the organization;
- Advocacy: willingness to act as a promoter for the organization, conveying a positive image;
- Pride: pride and sense of belonging to the organization;
- Commitment: level of correspondence between the personal objectives of an individual and the objectives of an organization, represented by the desire and the motivation to remain in the company.



The first "Do you feel good?" people engagement survey, carried out in 2012, involved more than 22,000 people and approximately 800 stores in 13 countries and was translated in 10 different languages. The survey reached 67% redemption level with 15,084 questionnaires filled out, scoring 59% employee engagement.

Based on the outcomes, in 2013 each country and each store were involved in the development of an action plan through priority identification and planning, action implementation and work-in-progress monitoring. The project represented the starting point for an ongoing process of improvement, whose effectiveness will be measured from year to year through the repetition of the survey. The very first outcome of the survey was a training campaign held in 2013 at the Italian Headquarters, entitled "Do they Feel good?", designed to help team leaders fully comprehend what engagement means and which levers promote it.

The "Do you Feel good?" Results highlighted the following: 2012

Strong points

Sense of belonging and loyalty to the organization

Value importance and attention to customers

The attention of the organization to health and safety issues (see chapter "Health and Safety" page 51)

Improvement opportunities...

Clearer and more transparent communication

Understanding everybody's role and the impact on business

Communication of the company vision at all levels

... action plan

See chapter "Importance of communication" page 53

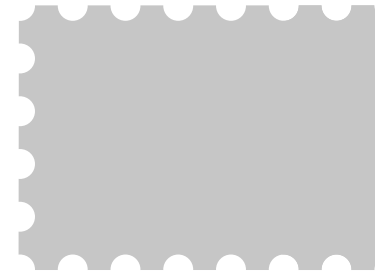
See chapter "People's development" page 45

See chapter "Importance of communication" page 53



“People appreciated the fact that they were being listened to and that they were contributing to developing improvement plans.”

Domenico Abbruzzese, Store Manager Milan Central Railway Station



Moreover, based on 2012 results and on the annual customer satisfaction survey (see paragraph "Feel Good?" page 59) it was possible to identify an interesting correlation between customer satisfaction and employee engagement, which strengthened the belief that people are pivotal to the success of any organization and that people should always be the Group's first priority.

At the beginning of 2014, the second edition involved more than 21,400 of the Group's population, approximately 730 teams in 14 countries, posting a redemption rate of over 83% (16% more than in the past edition) with 17,893 questionnaires compiled, an extremely significant result testifying to the importance of this initiative. This year, at the end of the questionnaire a final open question was included asking: "How would you improve work at Autogrill?" to further promote listening and employee engagement. The results from this second edition will be made available in 2014. Based on the process designed, an action plan will be developed to improve some items and consequently also the employee engagement index.

Other projects dedicated to listening vary from country to country. For instance, HMSHost provides a toll-free number, available 24/7, so that all employees in North America can air their grievances or concerns at any time, in addition to a web-based line for posting comments or questions. In Italy, too, two email addresses are made available to all employees. One is dedicated to Social Accountability 8000, where collaborators can post any comments in relation to work ethics, and the other is for communicating any stressful situations at work.

In 2013 a new initiative was launched targeting outgoing personnel, in order to understand the main reasons for leaving, trace them and use them for ongoing improvement. At present, the project is only limited to the Corporate level and the Italian headquarters but projections are to extend it to the main European countries in 2014.



the second edition involved over 21,400 people

Corporate welfare and work life balance

The Autogrill Group operates in a market that requires great flexibility. Successfully managing daily, weekly and seasonal peaks while always remaining strongly focused on customer care requires complex planning.

The key idea is to translate the need for continuous flexibility into an opportunity to balance private life and professional needs through the provision of part-time contracts, work schedule planning and post-maternity programs.

A breakdown of collaborators by age brackets is also important, because it makes it possible to integrate the type of job and the level of engagement requested with the different needs of the various generations.

To facilitate effective work life balance over the long term the Group is committed to developing various initiatives addressing the issue. Attention to each employee and his/her wellbeing is not limited to the management of working hours, but instead takes into consideration all those elements that contribute to improving the quality of people's lives and leads the Group to work on different themes and initiatives that involve people both as employees (recruitment processes, development plans, training) and as individuals (wellbeing and health, family, social commitment and environmental protection).

In the United States, HMSHost administrative personnel may work on a home office basis, depending on specific needs and projects.

Collaborators in Italy are given the opportunity to rely – in accordance with the trade unions – on a formula that allows for part time work until their child is 36 months old. New mothers are given concrete support through the preparation and dissemination of maternity kits and the development of the maternity tutor. In Italy, starting in 2007, special agreements were stipulated with nurseries located in proximity of the offices or along the main access routes. The agreement envisages the payment of approximately 50% of the monthly fee by the company.

Also, in other European countries efforts were made to introduce flexible working hours, favoring new mothers' re-entry into the job market.

Many other services are offered to employees working in other Group companies:

- In the United States, the headquarters feature a fitness center with showers for employees who wish to exercise or who come to work by bike.
- In Italy, various services are offered, including tax advisory services for compiling returns (including forwarding to the competent authority), car insurance facilitations, special agreements with spas and other fitness centers, the possibility of having seasonal anti-flu vaccinations free of charge through the national health system (in 2013 approximately 350 doses of vaccine were distributed), the Help Desk for children and elderly, partnerships with other companies for the purchase of products and services at discounted prices and online temporary shops with direct delivery to the workplace offered at substantially reduced prices.



90% of Group collaborators
have a permanent
employment contract

Good for me

- collaborators at the headquarters in Italy are given the means to take advantage of special in-house services: there are dry-cleaning, shoe repair and dressmaking shops on site, and theatre tickets can be purchased at reduced prices, etc.

In addition, the "Good for me" project is still available at the Italian headquarters. Launched at the beginning of 2011 to promote healthier lifestyles, the project envisages the preparation of balanced menus at the headquarters' Ciao restaurant, the organization of meetings with experts and online columns and advisory services provided by a nutritionist directly in the workplace at a reduced cost. For the network, online columns are available on the Company's Aconnect intranet portal, with insights on diet as well as the "Ask the expert" section for specialist advice are available. The project also includes initiatives that promote physical exercise, including a corporate bike sharing service (with an indication of the bike paths closest to the offices in Milan), access to changing rooms equipped with showers and free medical certificates of good physical condition for collaborators to promote physical exercise.



- In Spain, a number of agreements have been stipulated with the local private health structures, offering significant savings and benefits to all our collaborators and their families. Our colleagues in Spain can also take advantage of discounts on insurance policies and theatre tickets. Lastly, the sales force can attend free training courses designed to improve their skills and knowledge in the area of customer service.



61% of Group personnel are women

Leveraging on diversity

Autogrill leadership is the result of a significant process of internationalization and expansion, which has resulted in the sustained growth of its human capital, across a progressively wider range of nationalities, cultures, skills and competencies. For this reason the themes related to innovation and social-cultural change are an integral part of Autogrill operations.

The cultural diversity of our collaborators is an asset and an important growth lever reflecting also on customers, products, services and consumption models. For this reason the activities relating to the acceptance, introduction and integration of newly-hired people are a key focus in the Group's commitment to orientation.

Autogrill implements the principles established in its Corporate Governance in all circumstances, and the Group is committed to reducing to a minimum any obstacles to equal opportunity and the proactive promotion of numerous activities to encourage and enhance diversity. In compliance with currently applicable regulations and the generally accepted international standards (including the UN Convention on the rights of the child (UNCRC), the Human Rights Act of 1998 and the International Labor Organization standards) the Group is committed to shunning the use of child labor and forced labor in all the regions in which it operates. In the majority of the countries in which it operates, Autogrill has also established hotlines and email addresses for employees to report any occurrence of discriminatory behavior.

The challenge of cultural diversity lies in the promotion of an attitude that respects differences and guarantees equal opportunity:

- In Spain, Autogrill has drawn up a "Plan de Igualdad" [Equality Plan], a policy promoting equal opportunity for all collaborators. In addition, the Group has also implemented a set of targeted activities, including the exemption of Muslim collaborators from the performance of their duties during the Ramadan period, and foreign collaborators are given the possibility of taking a one month vacation, without interruptions, to enable them to visit their country of origin.
- In Belgium, collaborators are given the possibility of taking a one month furlough from work (without salary) in addition to the holiday month, in order to spend more time with their families. Also in Belgium, Flemish courses are held during working hours: the teacher works together with the employee and meanwhile helps him/her to learn the language on the job.
- In Italy, a survey on employee knowledge of foreign languages was carried out to enhance collaborators' competencies and improve customer service. The survey revealed that in addition to English, French and Spanish, employees also speak Rumanian, Russian, Polish or Arabic. Badges with the flags of the main spoken languages were distributed to collaborators in order to make these skills easily accessible to consumers.
- In the United States training courses in English were organized in several locations to improve the language skills of foreign employees. In addition, materials for basic training are available in English and Spanish, as well as ad hoc kits to illustrate health and pension plans and systems, as well as federal and state laws.



In relation to this project we would like to tell you the story of Olga. Last year, Olga filled out the questionnaire on Aconnect for the mapping of the languages spoken by collaborators and thanks to this, she was able to enjoy a special experience within the Group.

Thanks to the fact that she is fluent in Russian (and not only in this language), her passion for her work, her professionalism and ability to teach and work in a team context, she was selected to support the team that inaugurated the first Acafé stores in Russia, the result of the agreement stipulated with Rosneft, a leader in the country in the oil & gas sector, for the development of the brand in franchising within the seven new gas stations in the metropolitan area of Sochi.

"Thanks to filling out of the questionnaire I was able to enjoy an unforgettable experience... I was in Sochi from January 7-25. These were busy days indeed, but what fun! Everything was geared to the setting up and control of the machines in the stores, the preparation of the stores, staff training and, afterwards, of the two teams for the opening to the public of the 7 Acafès... I was incredibly lucky because I had the opportunity to collaborate with so many different people, a truly international and closely-knit group, primed to make the difference."

HMSHost also participates in the "Work and travel" program, sponsored by the US State Department, in which foreign university students spend approximately 90 days working at a Group restaurant. In this way, HMSHost can rely on an excellent service for its customers provided by students, and students and US collaborators have the possibility of enjoying an experience of cultural exchange targeting improvement and mutual understanding.

Story of Olga



Autogrill has promoted concrete actions in relation to the differently able, including the elimination of physical barriers in the stores, ad hoc store design to make their stay more comfortable and particular attention to differently able collaborators.

Regulations in the matter of disability and labor differ from country to country and the Group companies are committed to scrupulously complying with the pertinent laws.

In accordance with trade unions and in compliance with the legislation in force, Autogrill employs differently able individuals, or stipulates collaboration contracts with outside companies, employing them for service activities in line with its needs.

In Spain, 13 individuals were hired on a permanent employment contract in 2013 in collaboration with "Fundación Incorpora" and ATAM (NGOs assisting companies in the process of recruitment of the differently able). In specific cases (collaborators with Down's Syndrome) a special training course was promoted in collaboration with the Madrid Regional Institute for Health and Safety.

In Italy, 469 differently able people and individuals belonging to the so-called "protected" categories are currently employed by the organization.

HMSHost, too, has drawn up guidelines for the hiring, training, integration and management of individuals with various forms of disability, according to the regulations issued by the Equal Employment Opportunity Commission and consistently with the requirements set out in the American Disabilities Act of 1990. Many locations in the United States directly collaborate with local organizations to employ differently able individuals.

In these cases, both parties periodically carry out accurate appraisals to ensure that collaborators are given a position that guarantees their health and safety on the one hand, and, on the other, the productivity of the post for the organization.

Ongoing training

In a European economic context like the current one, which poses complex organizational challenges, the Group is steadily committed to implementing policies that combine business efficiency with employee needs. In the last two years, the European operating management restructuring process has also led to the development and integration of regional and international teams dedicated to enhancing the value of the Group by leveraging on the know-how and competencies of each individual country.

The development of Autogrill human resources undoubtedly stems from personnel recruitment and employer branding activities. The design and development of personnel recruitment systems represents an important investment by the Group, a key asset for the company and its growth: this is a process that must be based on transparency and equity in full compliance with criteria of equal opportunity and skill enhancement. Autogrill is also committed to the ongoing improvement of selection criteria aimed at identifying not only the required skills and competencies for the short term, but also the potential necessary to cover other positions in the long term, growing within and together with the Group.

This is also why the selection process is often complex and broken down into different steps. In Italy, aptitude tests (administered by qualified people), English tests and targeted interviews are used to identify the candidate's congruence with the Autogrill competence model.

In all the countries in which the Group operates and especially for network positions, the selection process favors the hiring of personnel from areas adjacent to the location where the activities are carried out.

The improvement of the human capital is achieved also through job rotation and job posting processes within the Group companies, at the international level between different countries, but also for vacant office-based and network positions. To Autogrill, internal mobility represents an important tool for disseminating best practices at the Group level, developing the professionalism of the best talents and increasing the knowledge and skills of collaborators.

Traditionally, the Sales Network represents the key expansion area for the Autogrill Group, always looking for new personnel according to business seasonality. Recruitment mainly occurs through the "Work with us" section posted on the local websites and other career growth tracks (LinkedIn, Facebook, Twitter, YouTube).

In all the countries in which the Group operates, relations and partnerships have been established with culinary schools and institutes. A few examples are: Autogrill Switzerland and Ecole Hotelier Lausanne; HMSHost and the Culinary Institute of America; Autogrill The Netherlands and the Maastricht Hotel Marketing School; the Avans Hogeschool in Breda and, last but not least, the collaboration between Autogrill Belgium and the Erasmushogeschool of Brussels and the Sint Lievens College).



There are also joint projects with universities for the development of new ideas, research and innovation (for example, in Italy, with the Bocconi University, the Milan Polytechnic and the University of Gastronomic Sciences in Pollenzo).

Autogrill believes that establishing a direct bridge between the company and the universities represents a key tool for recruiting, while concurrently providing students with a professional orientation that enables them to develop the most suitable competencies to efficiently enter the world of work. In this respect, in partnership with Bocconi University, Autogrill experts carry out periodic aptitude tests and orientation interviews with students in order to support them understand their points of strength and improvement areas and, thus, become aware of the professional activities most in line with their personal skills.

A common platform to manage employee personal data

In order to identify the key areas for improvement and the most suitable actions to undertake in relation to people and for the development of the organization, it is necessary to rely on personal and organizational details that can be easily accessed and analyzed. In 2009, Autogrill Group started the Global HR Platform project (GHRP), a platform that, fed by the local employee personal data management systems, enables the corporate Human Resources functions belonging to the Group HR & Organization department to collect important information necessary to efficiently control human resources management processes. Thanks to the definition of shared semantics, the Global HR Platform enables HR functions to promptly obtain standardized and comparable information about the Group's people (i.e. gender, age, type of contract, level, seniority level, education, etc.) with different levels of information accessibility. At 31 December 2013, GHRP includes the most significant data regarding the employees of the Group companies belonging to the F&B Europe Region (Italy, France, Switzerland, Belgium, The Netherlands and Spain). In 2014, the GHRP system will be extended to include Germany, the most important company among those still not covered.

The GHRP system allows us to:

- rely on a common master database, to be used to develop systems that support processes such as online training, internal job posting, people development, personal profile, etc.;
- enable access control and profiling on the Aconnect portal, communication management aimed at specific targets, text messaging services and knowledge management/exchange, in addition to integration process services like, for instance, People & Location Directory; which allows to share contacts (email addresses, telephone numbers, operating locations,...) of the colleagues registered on GHRP and automate corporate processes through the introduction of a work flow logic (i.e. employee data management for expense reimbursement purposes and reservation and approval of business trips);
- recover and register qualitative information regarding people (i.e. skills unregistered by traditional systems), also in a self-service format;
- reduce manual processing activities and facilitate prompt generation and updating of documents regarding the organization.

In order to enhance the Group's dimension and capitalize on its know-how, best practices and the competencies available at the international level, in 2013 operating mechanisms were implemented aimed at consolidating the European organizational model pursued in the last years:

1) HR policy standardization. Uniform grading systems, position weighting schemes and incentive systems (particularly for the Group's executives) were defined. The transparency of the compensation processes was increased thanks to the standardization of the levels and job titles within the company and, in this respect, in 2014 new initiatives are expected to be implemented on the level of awareness of HR management systems and policies. Concurrently, tools were developed to better know the people (performance/potential mapping, succession planning, etc.) as well as the policies regulating international mobility.

2) Employee potential evaluation and talent development. In this case as well, a standard, certified management process was developed, based on standard metrics shared at the Group level (and managed locally). For instance, obtaining broader managerial responsibilities and contributing to the formation of specific career paths. Since employee assessment takes into account the different competencies and behaviors according to the different levels of professional maturity, in 2013 behaviors characterizing the different "maturity" steps were defined. A "360° questionnaire" was then drafted, thanks to the feedback received from heads of functions, colleagues and collaborators, which enabled the company to work on participants' awareness of their points of strength and areas of improvement at the managerial level.



Development of a team and globally shared functions

3) Establishment of international teams and structures. The development of international teams and structures was further pursued in 2013 (with the involvement of high potential collaborators), generating relocation options with a variable duration through transfers to other Group companies. The establishment of shared functions at the international level provided an additional employment opportunity within the Group, which led to the introduction of new "job families" like, for example, the Extended Business Travelers, international profiles who, reporting to the central organization of the F&B Region Europe, carry out activities not only in their country of origin but in all the countries in which the Group operates. In this respect, in 2013 an international academy was established with the objective of providing training options in English specifically targeted to employees of the central European headquarters. In 2013 the first international pilot project on Coaching and employee assessment was organized and held in English. Moreover, with a view to eliminating language barriers and facilitating communication inside and outside the organization, in 2013 128 employees in Italy, France and Spain took advantage of the online platform made available by Autogrill to improve English skills.

More in general, the evaluation process for competencies and performance was divided and optimized as a function of two different objectives: the first objective, the evaluation of competences, targets individual training and development, while the second objective focuses on performance, as a specifically designed tool orienting the individual's professional performance.



The same automated online tool used to assess employee competencies and performance was extended to several countries (United States, Italy, France, Spain, Belgium, The Netherlands and the corporate offices), managing the evaluation of employee competencies and performance both for the headquarters and the sales network (up to Heads of Service). This results in thorough transparency and ongoing accessibility also in terms of activity updating. In 2014 the system will also be extended to the other main European countries (Germany, Austria and Switzerland).

Online management of the process and the possibility of validating assessment forms by electronic signature enabled the company to substantially reduce the use of paper assessment forms.



The assessment of employee performance in the stores is more strictly correlated to sales and for this reason Autogrill is committed to involving and incentivizing employees through different initiatives. For instance, the Company launched a Championship in September 2013 in Italy with weekly objectives linked to the commercial offering and sales. According to the project, the stores are committed from month to month to win the Cup and the Mascotte for the subsequent month as well as prizes of various kinds (tablets, discounts, etc.). The Beverage contest, which was held in Italy in collaboration with the Coca Cola Company, a traditional partner, was extended for the first time. The Beverage contest, which was held in Italy in collaboration with the Coca Cola Company, a traditional partner, was extended for the first time at the Group level, involving 11 European countries and the United States. The winners won a ticket to the Winter Olympic Games in Sochi and to the World Football Cup in Brazil.

Compensation and Benefits

The Group's compensation policy is based on incentive systems that are designed to recognize collaborators' commitment and merits while promoting a sense of belonging and attracting talents from the outside. For the purpose of ensuring alignment among Group companies, the Group established international guidelines on different aspects concerning salary and compensation in full compliance with the currently applicable legislation and local regulations. One of the pillars of the system is the "weighing" of positions: a Group cross-sectional evaluation (an evaluation on a standard scale of the impact of any role on the organization), which is constantly aligned to labor market benchmarks in correlation with the positions covered. To ensure cost optimization in the management of these activities and the use of uniform benchmarks, the Group promotes centralized supplier services/analyses and the central management of initiatives that are proposed to the companies, assuming the roles of central co-ordination and data collection (i.e. pulse surveys that enable the Group to rely on specific compensation benchmarks broken down by country, limiting the efforts on the side of the various Group companies). Also, with regard to benefits the Group is committed to guaranteeing transparency and clarity to its collaborators. The mechanism for the acknowledgement of benefits does not particularly differ from standard labor contract formulas (fixed term contracts vs. permanent labor contracts and part time vs. full time), but varies according to the different geographical areas as a function of the relevant applicable laws that comprise or exclude specific situations and/or welfare and insurance coverage (health care, accident coverage, maternity or paternity leave, disability) and local labor market practices. Corporate supplementary pension funds and insurance certainly constitute a self-explanatory example. In some countries the law promotes their use, providing tax benefits in return. A clear example is that of HMSHost, which published its salary scheme on the Company's Intranet, thus enabling people to understand the logic behind the construction of their packages. For the purpose of underscoring the relevance attributed to transparency, in the United States Autogrill Group launched a communication campaign in Spanish to enable first language Spanish collaborators to perfectly understand their situation and the advantages offered. In 2013, the same automated tool used to assess performance was also adopted to manage MBOs, enabling the online management of the various steps along with the possibility of validating the electronic signature. This resulted in a high level of transparency and the possibility of keeping and tracing comments.

Collaborator training represents a key lever for personnel development and the development of Autogrill Group. It is a twofold investment, benefiting both the collaborator and the company. The management of each country in which the Group operates decides independently on matters pertaining to the development of its local training programs, but the underlying criteria applied are shared by the entire Group. The starting point is an analysis of the processes of evaluation of competencies, followed by the suggestions made by collaborators themselves to identify action plans upon which to focus. For instance, HMSHost plans store visits aimed at determining and analyzing employee training needs in the stores.

In Belgium, Denmark, France, Italy, North America, the Netherlands, Slovenia, Spain and Switzerland training is regularly provided directly in the points of sale or through dedicated training centers. The courses are designed for internal staff and network employees. The provision of training activities in the stores follows the concept of "cascade training". This means that store directors and/or managers themselves pass on the training they have received, enriched by the experience accrued over time in the field, directly to their collaborators.

Technological supports also play an important role in training. The Moodle web-based platform, accessible from Aconnect in the Company's Intranet, is used to disseminate training in Europe, while a different web-based platform is used for training in the United States.

In Italy, the installation of "kiosks", made available to all employees (PC-based ergonomic consoles, including keyboard and intranet connection), located in selected stores of the sales network, facilitated the provision of online training.

In Italy, training for Heads of Service, Assistant Managers and store managers is provided in nine dedicated spaces in the network.

Since 2012 Autogrill has adhered to Valore D, the first Italian association grouping large companies to promote the presence of women in their organizations.

The activities carried out by the organization to support women's leadership develop in three directions: towards women as managers, Italian companies and the organization as a whole. It promotes an innovative organization that overcomes the implicit prejudices associated with gender while favoring conciliation and providing female managers with tools and knowledge useful for their career development. It proposes a new cultural model that fosters women's participation in the economic and social life of the country. A group of women operating in the Autogrill central headquarters took part in the association and participated in meetings and workshops on these issues, investing in a different approach to business as an added value for the company.

In 2012 HMSHost launched "People First" in a number of locations. This is a training course that aims at developing a new culture entirely focused on people, to the benefit of both collaborators and customers. "People First" involves store managers in training and development initiatives pertaining to teamwork and the development of managerial and leadership skills, without neglecting to put great emphasis on the importance of feedback as a key tool to favor employee development and motivation.

"Manager in Training" is one of the support tools of the People First program, dedicated to the new managers who participate when hired or promoted. The objective is to provide them with information from different areas, including HR management, IT, safety, cash management and food security. In 2013, the organization also launched the "Development Operations Leadership" training program: 16 Heads of Operations were selected as "future leaders" and attended various training courses. The general objective of the program is to develop a team of Heads of Operations who are always ready in case of new openings.

In 2013 the US Information Security department launched a web-based interactive course on Information Security for all managers and middle managers of the headquarters and the stores located in the US and Canada (approximately 3,000 people). The objectives are:

- raise awareness in relation to the current IT threats;
- raise awareness in relation to the employee role in protecting HMSHost employee privacy and IT integrity;
- ensure that employees are always in a position to take actions proactively in recognizing IT attacks (like spam emails), paying attention when they use public networks and services and protecting sensitive corporate information.

Last year, as usual, HMSHost offered a reprise of a training course to raise employee awareness concerning the contents of the code of ethics, to enable them to make appropriate decisions and report any suspect, unfair situations or potential violations of the company policies or the law.

This training was launched in 2012 in the United States, Canada and Australasian countries, involving more than 2,800 employees. The course is expected to be extended to all the other employees in 2014, in two languages: English and Spanish. A post-training assessment of the level of acquisition of the concepts taught was also included.

In Spain, in addition to Heads of Service, trained as training facilitators, a team of tutors was established, comprised of individuals who received training from the HR department to disseminate campaigns relating to food products, coffee and beer. These tutors contribute to distributing training to all network employees. In specific months, the Heads of Service leave their stores to go and train colleagues in other restaurants.

which it operates (based on the relevant policies), composed of worker representatives, management and trade unions, to periodically monitor compliance with the relevant applicable laws. The Committees carry out training activities, analyze any issue identified in relation to health and safety and develop the most suitable solutions to eliminate or, when it is not possible, mitigate risks regarding the occurrence of injuries.

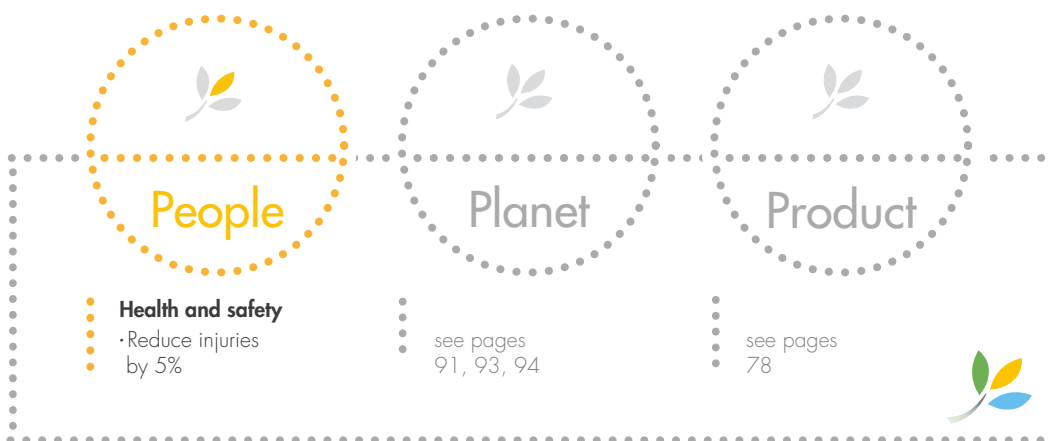
Health and safety

Autogrill Group's ongoing commitment to ensuring the health and safety of all its employees is based on prevention, technology, training and daily monitoring.

For this reason the Group has established specific Health and Safety Committees in all the countries in

The Group ensures the highest safety standards, in the first place through the implementation of organizational and managerial measures (the steady update of policies and procedures in the matter), but also through technical actions, use of state-of-the-art technology, individual protective devices and training.

Afuture Roadmap (2012-2015)



At the end of 2011 Autogrill first launched an internal challenge in terms of sustainability objectives to be reached within 2015, based on a 2012 baseline.

In relation to the People area the objective focuses on health and safety.

In 2013 Autogrill targeted a reduction in the number of injuries equal to 7% and the frequency index decreased by 2%.

Note: The perimeter of reference was identified based on the robustness of the currently implemented analysis system, which enables an effective flow of data useful for monitoring the objectives included in the Roadmap (Belgium, France, Italy and Spain).

In order to ensure that the activities currently in place continue to be effective, a monitoring system was launched measuring volumes and types of injuries, used by the key countries in which the Group operates. In this way, it will be possible to share competences and initiatives in the matter of health and safety in the workplace. Given its unwavering focus on ongoing improvement in the matter of health and safety in the workplace, the Group has posted a remarkable reduction in the number of injuries in the last three years.

With a view to protecting employee health and safety, in 2013 a medical assistance service coordinated by more than 20 physicians conducted 4,520 clinical visits in Italy on behalf of the Group, 478 visits on behalf of Autogrill Spain and 767 in Belgium. In Italy, eye examinations were provided to operators at terminals.

In Italy, the management systems envisaged by the Policy and integrated in the Company's Integrated Management System are governed by Italian Legislative Decree No. 81/08 and subsequent amendments and through standard SA8000 and the UNI-ENAIL guidelines which guarantee healthy, safe and ethical working conditions. Also in Italy, the Health & Safety Committee meets four times a year to periodically monitor injury trends, health surveillance and vocational illnesses, analyze the relevant causes and severity levels and evaluate the correlated risks. A great deal of attention is also dedicated to the monitoring of specific indicators indirectly correlated to the number of injuries. This, in fact, contributes to providing a preventive overview of events (like, for instance, information relative to structures, training, etc.).

The same issues are dealt with in meetings with the Supervisory Body. The report required by Italian Legislative Decree No. 81/08 on safety in the workplace is periodically submitted to the attention of the Board of Directors. Starting from these analyses and monitoring activities, corrective actions are developed to mitigate the risks identified, with measures that range from the revision of production processes to the adoption of new injury prevention tools and specific training programs.

In the United States, the Policy on Health, Safety and Risk Management provides all collaborators with all the necessary principles to comply with their safety at work. Safety Teams are specifically established at the store level, comprising members of management and the operating staff. Their task is to map, through specifically designed audits, the most frequent causes leading to the occurrence of injuries and subsequently suggest the adoption of equipment and individual protection items, update the existing procedures and develop ad hoc training programs. Posters dedicated to issues related to health and safety are sent to all stores on a monthly basis. These refer, for instance, to cleaning procedures, the correct use of safety devices, chemical products, how to deal with emergencies, etc... In addition, a 24/7 medical assistance service is available to employees to provide first aid in case of an injury. The primary objective of this program is to help people manage situations regarding health in the workplace.

Frequently, Autogrill Group safety policies rely on significant collaborations. Autogrill France has been collaborating with Caisse Nationale d'Assurance Maladie des Travailleurs Salariés (CNAM-TS) for years in the Ergos project.

Ergos was developed to better identify injuries, analyze them in order to reduce their number. It is based on a listening approach towards employees and is supported by a network of Ergos managers available in each store, organizing advisory sessions with collaborators. This is an innovative approach that includes the participation of each individual collaborator, which lies at the core of professional risk valuation in the workplace and the involvement of operations and support services for the implementation of concrete preventive actions.

Autogrill Spain also increased the number of its Health and Safety Committees from two to six. Lastly, two projects were launched in collaboration with Mutua Universal (a mutual aid society specializing in injuries in the workplace and professional illnesses). The first project refers to road safety and the second concentrates on muscular-skeletal disorders and is expected to provide guidelines in the matter of ergonomics to the benefit of the entire company population. In 2013, all employees were invited to fill out a questionnaire on their working activities and any muscular-skeletal disorder symptoms.

The responses to the questionnaire along with direct observation in the stores enabled the Company to draft a list of exercises that employees can perform before starting to work. The importance of these exercises was corroborated by the presence of physiotherapists during the training sessions, through the circulation of posters and leaflets and Aconnect. The focus on the real needs of employees, also from the point of view of their health and safety, combines with the expectation of targeting a reduction in the number of injuries due to muscular-skeletal disorders in the organization.

The importance of communication

Communications at Autogrill are developed using different tools, including Aconnect (the Group intranet), management roadshows on the sales network and the traditional newsletters and notice boards. In 2012 a new email system, Google Gmail, was adopted in Europe, that can be accessed from any device and offers a series of innovative and useful collaboration and sharing services which radically changed the way people work.

Aconnect is the Group's web-based intranet portal. Aconnect enabled the conversion and integration of traditional services and systems to web-based solutions that profoundly changed the style and effectiveness of its internal communication as well as some business processes.

The immediate availability of policies and continuously updated organization charts, organizational communications and news about the business make it a particularly effective working tool. Furthermore, Aconnect plays an important role in the process of integration of the company's sectors of activity in different countries and working environments. Its implementation has contributed to remarkably reducing the distance between colleagues operating in the countries in which the Group operates, between functions, headquarters and the network, and enabling the sharing of best practices and the exchange of opinions and values.

- 6 countries are online: Italy, Spain, France, Switzerland, Belgium, the Netherlands.
- Over 18,000 employees access Aconnect
- "Afuture" Group section dedicated to sustainability
- Video messages from the management on the Group's strategy and results
- A file archive including procedures, manuals and services for the network

Thanks to the launch of a weekly electronic newsletter (including a summary of news regarding the Group and local information), Aconnect provided the possibility of updating all European employees at the same time. To help people obtain information and increase the transparency of the relationship between the company and its employees, Aconnect offers a series of services that were not easily accessible in the past, like, for instance, online training, FAQ on human resources management, online badge and payroll (for the time being only available in Italy with remarkable savings in terms of paper), and a continuously updated welfare area. More in general, the dissemination of Aconnect progressively decreased the use of traditional house organs (including printed newsletters), thus reducing paper consumption and emissions associated with their distribution.





On Aconnect, column "our business, our future, our role"



An integral part of the action plan resulting from the analysis of the outcomes derived from the "Do you feel good" 2012 survey, the portal was enriched at the Group level with a section called "Our business, our future, our role", containing video interviews and messages from the management on the organization, strategy and business to help employees understand changes and better react to the current context.

In Italy, the column "We, Week by Week" was launched in January 2013 in the Italian section of Aconnect. In a moment in which the market requires speed, fast responses, ability to innovate and ongoing renewal, Aconnect enables the Company to remain in contact with all of its employees transparently and directly. Every week interviews, messages, and hints are uploaded in this space to keep getting better day by day, based on the priorities of the week.

An important example of leaner and more effective corporate communication is that of Autogrill Spain, which developed the profile of Internal Communication Ambassador in the stores. Over eighty collaborators operate in stores scattered throughout Spain, with superior skills in communications and the use of new technology. They represent a precious contribution, ensuring that information and instructions circulated from the central offices are properly received. They stimulate the participation of all the collaborators, provide additional opportunities for professional development and, last but not least, ensure effective two-way communication, thus facilitating the dialogue between the stores and headquarters. Also in Spain, in recent years, an initiative was launched involving the collaborators at headquarters, in order to promote a stimulating work environment and improve performance and engagement. The Imagination Desk is composed of a team of volunteers who submit proposals to the executive committee regarding initiatives that, when approved, are implemented by the same.

The issues on which the team concentrates are:

- voluntary collaboration of employees with Non-Governmental Organizations;
- new look for employee break areas;
- group birthday parties in break areas for people born in a given month;
- search for discounts for employees and their families.

In the United States, HMSHost offers an intranet network that employees can access to write comments or report problems. HMSHost intranet also features a dedicated, always accessible page where employees can post ads or news about the Company. Moreover, many central departments have developed newsletters about their activities. These newsletters are emailed to all collaborators and are also posted on the Company's website.

Lastly, another integral part of the action plan resulting from the analysis of the outcomes derived from the "Do you feel good" 2012 survey, a project was also launched for the updating and communication of Autogrill's Mission, Vision and Values, to re-focus on the Group identity, especially in this moment of radical change. The communication plan and sharing project will be further pursued in 2014.

Dialogue with trade unions

The relationship between collaborators and the organization is a key area, where the issues involved include workers' rights, negotiation systems, communication methods and engagement. Over the years, the Group has established a productive dialogue with the trade unions in every country in which it operates, in order to promote the identification of solutions that will balance the needs of individual workers with those of the organization. The Group guarantees each collaborator a transparent labor contract as well as the protection of employee rights, regardless of the specific labor contract for each business sector and/or country of reference.

Such transparency in the relationship results in the availability of several types of contracts: national and/or sector-specific labor contracts, collective and/or corporate labor contracts and individually negotiated labor contracts (in case of unavailability of collective labor contracts). In Italy, due to the economic crisis that has gripped the mobility sector and the concurrent reduction in consumer spending, the Group launched a work group with the unions for a review and identification of the solutions that might be introduced in a new round of collective bargaining.

Policies and regulations specific to each individual country are implemented to support a clear working relationship. Some significant examples include Canada, with the Provincial Employment Standards Act, defined by the Canadian Government; Great Britain, where the Works Council protects the rights of those employees not covered by a collective labor contract, and the United States, through the establishment of the Arbitration Committee. In some Asian countries, the absence of laws or trade unions responsible for the protection of workers' rights means that local management must fill the void by managing their personnel according to policies and guidelines designed and implemented by the parent company.

Throughout Europe, Autogrill Group has developed clear working criteria through the European Corporate Committee (ECC), an information and consultation tool used by the Company and employee representatives to evaluate the Company's performance and perspectives. Information and consultation represent the ECC pillars and they have been progressively supplemented and enriched. The Autogrill approach to human capital is increasingly oriented towards a model based on periodic training meetings, which ensure recurring contact, facilitated through the implementation of web collaboration tools, dissemination and sharing of the Group's Organizational Model, key projects currently in progress and an increasing propensity towards direct contact with people.

A new portal was launched in 2010: A-EWC, Autogrill European Works Council, which is the result of one of the first collaboration areas activated in Autogrill Intranet, where Autogrill representatives and European employee delegates share operating documentation, project progress reports and meeting schedules. This tool makes available a steady and reliable flow of information about Group events, with prompt updating, while concurrently providing a forum for contributions outside the officially scheduled meetings. In 2013 the training session dedicated to information and consulting continued within the "Empowering the new EWC Autogrill" project, which also obtained financing from the European Union in the context of social dialogue projects.

Moreover, it should be noted that based on the agreements reached at the Group level, should any significant organizational change occur that necessitates employee transfer, employees will be informed at least four weeks in advance.

Activities in progress were continued with the objective of sharing local best practices in Europe in relation to the issues that the ECC designated as priorities - health and safety, work/life balance, intra and intercompany mobility, quality and ergonomics in the workplace. Representatives of all Autogrill employees in Europe participate in this body as a result of an agreement that specifically establishes that "Corporate Social Responsibility programs" represent an institutional pillar for information and consulting.

With regard to the management of labor relations, a limited number of employee legal suits have been filed in the main countries in which the Group operates: in 2013 Autogrill Italia (about 11,000 collaborators) was involved in 134 litigations. These lawsuits were mostly in reference to dismissals for just cause or the denial of extensions for fixed term contracts whose term had expired.

Consumers

Listening to improve

The policy of listening which involves all employees (see chapter xxx) and stakeholders implies the participation of the different stakeholders in the Group business through the development of effective communication channels and the maintenance of a constructive relationship over time.

Following the spinoff of the Travel Retail & Duty-Free business, the organization re-focused on the Food & Beverage sector; moreover, with the European reorganization of the business management, the way things are done is changing. Autogrill has paved a new course for the future based on listening to its collaborators and clients, including consumers and everyone affected by its operations.

In relation to consumers, Autogrill is convinced that listening to them and making them part of the organization is key to building success. In fact, through surveys, analyses and research, Autogrill periodically probes the market and consumers, giving them an important role as supporters, partners and promoters of change. The relationship lets them express their opinion and Autogrill can listen and respond by innovating, extending and re-inventing concepts, while also steadily improving its commercial offering. For this reason, dedicated divisions at the corporate and country level collaborate in collecting and analyzing information about consumers, landlords and competitors, as well as on the efficacy and consistency of marketing plans developed by the Group, defining the guidelines for the implementation of targeted marketing actions.

Autogrill relies on a large research platform that combines data derived from internal sources (data retrieved from accounting and non-accounting systems) and data collected from external sources, specifically from landlords and brand partners, and market surveys and analyses (tests on concepts, products and services, critical for understanding and anticipating consumer needs). These survey tools are also supported by direct opinions expressed by consumers through customer satisfaction surveys, toll-free numbers, email contacts and postage-paid cards that each country makes available using different criteria.

In the United States, trends in terms of emerging and consolidated styles, as well as purchasing trends, are constantly monitored through the Culinary Institute of America and other trend research institutes. In addition, surveys are carried out within HMSHost stores to understand travelers' desires and opinions in relation to new concepts, products offered and other innovations. The outcomes from these surveys are then used to improve our response to travelers' needs.

Moreover, as indicated above, HMSHost collects all comments and suggestions from consumers through a dedicated email address or on the phone through a toll-free number made available to consumers. All comments received are forwarded to store managers so that they can manage the situation directly. All comments are answered within 24-48 hours, the customer is contacted and a "Be Our Guest" card is given to him/her, including a coupon that can be used at any HMSHost store.

Also, in Europe and in particular in Italy, market research plays an important role in getting to know travelers and their different profiles according to, but not limited to, the various travel channels. The outcomes from the surveys and analyses carried out are key to the development of an offering that is in line with the needs and expectations of target consumers and for the evaluation of new ideas and services before they are implemented on a broader scale. Also in Europe, Autogrill listens and responds to consumers through different communication tools - toll-free numbers, email addresses and postage-paid cards - according to the different countries.

Moreover, for the purpose of developing the offering, a Culinary Council was established at the European level, relying on the collaboration of known profiles in the catering industry, world-renowned chefs and nutritionists who provide a scientific contribution to the development of balanced menus, and, last but not least, sociologists specialized in consumer behavior.

Autogrill also relies on its strategic partners (landlords and brand partners) to further extend its programs. For instance, in France a customer satisfaction survey is carried out in collaboration with the Marseille airport on yearly base.



Traveler profile

In recent years, the pace of change has quickened worldwide. And this process is expected to continue. The new geographic scenarios and recent developments in the global economy have had an impact on traffic and destination flows. Only by getting to know these new travelers and the reasons why they travel will the Group be in a position to design appropriate offers. The typical travel channels – airports, highways, railway stations – are actually privileged observatories; they reveal who today’s travelers are and their experiences as consumers, as actors in the same complex and dynamic scenario as the Group.

In this context, Autogrill is in the best position to understand travelers’ needs, interpreting the speed and complexity of the changes that occur every day and translating them into innovative products and services. Airports in particular represent the place where Autogrill Group experiments and develops top notch solutions and services.

Product and concept design is always triggered by traveler expectations. The outcomes of the analyses carried out reveal a profile of a traveler who is aware of his/her role, wants to play a leading role, is demanding, makes informed purchases, looks for high quality and expects customized products.

Significant changes have been registered not only in the way people travel but also in their food habits and tastes. An increasing number of people follow specific diets as a result of intolerances or allergies to specific food products (coeliacs) or prefer not to eat meat (vegetarians and vegans) or, also, observe dietary restrictions based on their culture and religion.

The price-quality ratio has increasingly become important, as well as the growing demand for healthier food, the interest in local products (with controlled and/or certified origin), and sustainable, not excessively processed products.

The curiosity for ethnic recipes with foreign influences has also increased (including Asian food or Latin-American food in Europe and European specialties in the Americas, with the preference for ingredients considered healthy and symbolic of the Mediterranean diet, like olives, walnuts, olive oil,...), testifying to the cross-cultural influences on local cuisine as well, a result of increased travel flows towards new destinations.



Consumers are aware
of their role and want
to play a leading role

The Mystery Client

The need to monitor the quality of the service and therefore improve the offering led Autogrill Group to introduce the "Mystery Client". The Mystery Client is an employee who is responsible for assessing quality and who visits the stores incognito, posing as a normal customer.

In 1999 Autogrill introduced the "Mystery Client" throughout Europe. The Mystery Client has become an effective element over the years, adopted in many countries in which the Group operates. Thanks to operating controls carried out on a monthly, bi-monthly or quarterly basis in the Group stores – franchises included – Mystery Clients monitor service quality and customer orientation.

In 2013, the areas monitored by Mystery Clients in Italy were in line with those surveyed through customer satisfaction (see subsequent paragraph relating to Feel Good?). These are therefore more focused on customer experience, following the customer-oriented approach that characterizes Autogrill's new way of doing business.

After the visits, carried out by an independent company, an assessment form on the store visited is filled out. The results are then promptly communicated to the main offices and store managers for the purpose of designing improvement actions.

The Mystery Client's findings (coupled with those of the customer satisfaction surveys) are also entered in the MBO system of network and headquarters directors and managers.

In the United States there is a thorough control program mainly focused on quality and food safety. The audits, carried out by an outside company, are based on the FDA (Food and Drug Administration) Food Guide. Each store is inspected at least twice every year and the Quality Control department reviews each audit and follows up the implementation of the improvement plan. The results are used to develop action plans and are linked to the MBOs at the level of each single store.

“Feel Good?”

“Feel Good?” is the Autogrill Group customer satisfaction project, designed in 2009 for the purpose of measuring the quality perceived by consumers in order to be in a position to develop targeted actions to improve the service, the products and the brand image.

The fifth edition of "Feel Good?" was completed in 2013: in selected locations in Italy, Belgium, France and the Netherlands, Autogrill asked its customers to fill out an online questionnaire on issues regarding the offering, the service, cleanliness and the atmosphere in the stores, while participating in a prize contest.. 53,647 consumers participated.



“Feel good?” has come to its 5th edition in different locations

The results were used to provide a foundation for developing new solutions to increase customer satisfaction and better meet customer needs and expectations in every country and channel and for every type of traveler, ranging from the development of new products to the provision of employee training courses. In addition, this year it was possible to conduct a detailed analysis of the individual concepts in the different countries.

	Belgium	France	Italy	The Netherlands*
2013				
N. of interviews	3,309	4,840	43,624	1,874
N. of locations involved	22	64	310	1
2012				
N. of interviews	2,135	6,496	29,389	1,786
N. of locations involved	18	71	229	1
2011				
N. of interviews	2,568	2,793	12,644	560
N. of locations involved	20	81	223	1

* Schiphol airport in Amsterdam

The Group's commitment to the development of excellent stores is measured by programs similar to this. In fact, for Villoreasi Est, following the completion of the refurbishment project that made it an international best practice flagship for the Group in relation to sustainable

innovation, the scores relative to customer satisfaction increased significantly, exceeding the "positive" level and thus reaching the "excellent" level, also in terms of promotion of the store ("would you recommend this store to someone?").

VILLORESIEST

Local community

Creating value from people to people

Autogrill views sustainability as a responsible stance towards society, the environment and economic growth. The Autogrill Group is focused on maintaining dialogue with and commitment towards the local communities with which it interacts through the development of projects of common interest. The objective is to contribute to improving quality of life and protect the environment.

Despite the unfavorable macro-economic scenario, Autogrill Group continued its support of non-profit associations operating at the local, national and international level through donations in money by Group companies (direct contributions), funds raised thanks to consumer, employee and partner awareness campaigns (indirect contributions) and donations of food products and/or material goods used in the normal management of stores, thus providing concrete and immediate assistance to numerous associations (contribution in kind and services). In this way, a value-creating cycle and relationship is established between the company and its collaborators, partners and consumers.

In order to understand the relationship with the local community from the standpoint of business sustainability, in the last year Autogrill has made a contribution to the development of projects related to the Food&Beverage segment. This means through the donation of food and meals to associations that are directly in contact with needy people or to organizations that act as mediators between restaurants and food service companies and non-profit organizations operating in the social assistance sector.

In 2013, donations in kind involved various local and national food banks, particularly in Italy and the United States. Autogrill Italia renewed its commitment to the needy through the donation of food products, mainly donated to associations like Fondazione Banco Alimentare and other groups that are very active and present at the national level.

In the United States, HMSHost collaborates with Food Donation Connection, developing programs for the donation of food products from the stores the property stores. Food Donation Connection is a private US company that acts as a bridge between restaurants and food service companies willing to donate excess and local associations operating in the social assistance sector, which distribute the food to the needy. Over 130 locations including airports, numerous stores located on the highways and malls participate in the program. In 2013, 136 associations re-distributed approximately 3 million meals (including sandwiches, fruit salads, etc.).

Improve quality of life and protect the environment



Many direct and indirect donations refer to long term partnerships with associations and foundations dealing with medical assistance and research, like the American Cancer Society, assistance to children (the Children's Miracle Network and the Tim Horton Children's Foundation which, thanks to the generous contribution made by consumers received over euro 150,000 and about euro 20,000, respectively), but also social-cultural organizations like Friends of the Library of Hawaii, a non-profit organization, whose primary objective is to support free public libraries in the State of Hawaii. In addition, Autogrill Group selects other forms of assistance to associations from year to year, keeping an eye out for emergencies such as, for instance, the donation in support of the people hit by the hurricane Sandy in New Jersey.

In Spain, Autogrill selected Aladina Foundation, a private non-profit foundation providing support for children and teenagers with cancer and their families, helping them materially, psychologically and emotionally. The initiative consisted of an in-store communication campaign, aimed at informing customers about the foundation and its activities and helping them to find new supporters.



- Another initiative launched in Spain involved participation in the "Solidarity Business Day" promoted by the "International Cooperation", a non-profit association dedicated to the promotion of social engagement, which resulted in ten collaborators from the headquarters and the network participating in a voluntary service day with "Territorios Vivos", an association promoting environmental protection.



"Do you Feel good?" also provided an opportunity to support Actionaid in relation to a project linked to nutrition. For each questionnaire filled out, Autogrill donated one euro, which ensured a balanced meal to a child for one week.

On the occasion of Christmas 2013 and in collaboration with the Coca Cola Company, the "Perfect Menu" Xmas Edition was proposed to consumers in 380 Acafés and Snack Bars of the Autogrill network. A portion of the revenues from this project was donated to the Italian Red Cross to support the homeless.



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A-Product





Customers' requests and wishes are constantly changing from place to place and increasingly evolving. The Autogrill Group responds to this complex situation by continuously renewing its offering, in close cooperation with landlords and partner brands.

A crucial role is assigned to the assortment of brands managed (either directly or through a license), as they enable the Group to be present in 30 countries worldwide, with different and innovative solutions meeting the needs of increasingly demanding and varied customers.



Proprietary brands	<p>Partnerships for an offering in line with the local food culture</p>	Licensed brands	<p>Strategic agreements with world leading brands</p>
	<p>Concepts developed for a specific location or to satisfy specific needs</p>		<p>Concepts developed in-house which can be duplicated in different contexts</p>

National and local brands



Over 250 brands, both proprietary and licensed

Solid partnerships

Autogrill features a broad portfolio of brands that can meet landlords' needs and live up to customers' expectations, while offering accountability, competence, quality and confidence to its commercial partners. At the same time, the Group provides a bridge to the travel channels for its brand partners.

In order to be an innovative, efficient and effective company, with a commercial offering that is always in line with market requirements, Autogrill has always acted in concert with partner brands,

landlords and suppliers, building proactive and responsible relationships.

Over the years, the Group has built up genuine and enduring relations, which have helped not only to offer consumers high-quality products but also to extend knowledge and anticipate consumption trends. Thanks to this ongoing synergy, the Group continues to improve its offering, guaranteeing only high-quality products and respond proactively by anticipating trends.

“Our partnership is about trust and innovation: Autogrill embraces new concepts and challenges us to innovate, bringing ideas forward. This means that the outcome of the partnership is bigger than the sum of its parts”.

Cliff Burrows Group President Starbucks Americas, Emea and Teavana

Partnerships with top brands

For Autogrill, partner brands are the key to diversifying its offering and satisfying consumer desires and needs through the broadest possible mix.

An example of a consolidated partnership is the one between the Group and Starbucks Coffee Company, first stipulated over 20 years ago in the United States and including new activities in Europe. In 2013 Autogrill opened a new Starbucks store inside the Telefonica company restaurant in Madrid, four new Starbucks stores in France (one at the railway stations of Lyon Part-Dieu two at and Gare de l'Est and on the highway inside the Brou store) and at the Namur, Antwerp and Groenplaats railway stations in Belgium.

At the beginning of 2014 a new Starbucks store was opened inside the Brussels underground and two new openings are scheduled for next summer.

In 2013, Autogrill inaugurated the first Burger King restaurant on the French highway network (at Reims), one in Switzerland inside the Pratteln store and another at Lavaux, in Poland. In France, after the success registered by the Burger King restaurant inside the Marseille airport, the brand re-opened a store in Paris, after a long period of absence, inside the St. Lazare railway station. The new store opened on 16 December 2013 and customers lined up to enter in great numbers.



New opportunities opened up after the stipulation of the agreements with Eataly, including the use of the Eataly brand on the motorway channel in 2014, and with the University of Gastronomic Science of Pollenzo, with which the new Bistrot concept was developed.

The Bistrot offers genuine food from local and non-local regions, enhancing the value of seasonality, naturalness, typical recipes, traditional regional recipes and hand made products. It leverages on local wine and food products, promoting local resources through synergies established with farmers located in the Lombardy region. In this way the tangible and intangible heritage of the territory is preserved.

In addition, thanks to its new function of break and eat, the Bistrot stimulates socialization. The first store was inaugurated in mid-2013 in Milan, in a landmark location (the former third class waiting room at the Milan Central Railway Station), the Bistrot has preserved the same decor and has introduced reading corners and places for cultural exchange, as well as scheduling culinary events with chefs, food bloggers, sommeliers and local producers. In this way consumers play an active role in the exchange of information about food and diet, food origin and consumption. The objective is to develop a sustainable location with particular attention to environmental protection, culture and the local economy also through the use of natural materials in interior design (like, for instance, chairs of the first years of the 20th century, lined with fabrics recovered from old jute bags that had been used to transport wheat and coffee); the use of wooden floorboards taken from old houses being demolished or renovated; extensive use of wood grown in controlled plantations, etc.). All this is done with a view to limiting waste and favoring virtuous practices (for instance through the offering of the so-called "mayor's water" which is supplied free of charge from the tap).

In particular, the Food offering includes bread

"Autogrill has partnered with the University to create concepts incorporating a new vision of food & beverage for travellers combined with sustainable quality."

*Carlo Petrini
Dean of the University of Gastronomic Sciences of Pollenzo*

and pizza made on location with cultured yeast, handmade pasta with local eggs and wheat, naturally fermented beer, wine from local vineyards, fresh vegetables, a "Street Food Corner" offering regional specialties, fruit juices and fresh smoothies made with fruits and vegetables in season. In addition to the restaurant there are also a market area and services studied ad hoc for the type of location: free Wi-Fi for customers, 10 Ipads for free consultation, screens with the train timetable in real time and sockets for recharging PCs and cell phones. There is also a selection of wines, books and other reading material to peruse while comfortably seated in one of the store's lounge areas.

Bistrot Milano Centrale



- The Bistrot concept has proven very successful and will thus be replicated in other countries in 2014.
- The first international opening is scheduled at the Düsseldorf airport in Germany, with an array of typically Mediterranean products. Great attention will also be paid to local traditions (it is for example expected to have a barbecue grill instead of the table for handmade pasta) and km zero products.

"What really sets Autogrill apart is its leadership in hospitality and innovation, making it a prime example in the business. Together we are continuously re-developing Autogrill's range, experimenting and taking risks".

Maarten De Groof , CCO-Amsterdam Airport Schiphol, The Netherlands

Partnerships with landlords

In the last two years Autogrill strengthened its partnerships with landlords and extended its business through openings in new markets and regions.

The Group's expansion policy in North European airports (high growth areas for the provision of airport catering services in the next few years) which led in 2012 to the early renewal of the concession for the 75 stores managed by HMSHost at the Amsterdam Schiphol airport, also led in 2013 to the assignment of new concessions at the Düsseldorf airport in Germany, in the Eurotunnel railway stations, at the East Midlands airport in the UK and at the Helsinki airport in Finland. Moreover, the concession for the Copenhagen international airport, the main hub in North Europe for passenger traffic, was renewed in advance at the beginning of 2014.

In particular, the catering services provided at the Düsseldorf airport will be inaugurated at the beginning of 2014 and will promote Italy's most renowned wine and food products. At the German airport Autogrill will develop a MottaBistrot Restaurant, an Italian coffee shop enriched for the occasion with a brewery area, and Aperol lounge, a cocktail & tapas bar inaugurated in 2012 in Piazza Duomo in Milan, pursuing a strategy of internationalization of the concepts developed in the different countries in which the Group operates with ad hoc adjustments for different local preferences.

In 2013 Autogrill continued its development strategy in emerging countries through the establishment of partnerships with local players. Thanks to a joint venture with the main local provider of catering services, the Group will manage over 80 stores in the airports of Vietnam, a country currently showing potential high growth and strategic importance.



In 2013 Autogrill also entered the Russian market. Initially, the Group established an Autogrill Russia Newco for the management of the food&beverage activities at

the international airport of Pulkovo of St Petersburg and, subsequently, in partnership with Rosneft (Russia's leading company in the oil & gas sector) for the development of the Acafé brand on the country's highways (see page 44 Autogrill's employee engagement).

Russian market

"This alliance with Autogrill will bring new expertise to the highly dynamic Vietnamese market and facilitate major investments in the country"

Le Hong ThuyTien, Chairman of IPP Group

Moreover, the Group extended operations in Indonesia with 16 new stores at the airports of Bali-Ngurah Rai, Surabaya-Juanda and Balikpapan-Sepinggan.

In the countries in which it has already established operations, the Group is alert to opportunities to further extend concessions. Autogrill inaugurated operations at the international airport of Lauderdale-Hollywood in Florida with a new contract stipulated at the beginning of 2014, for the management of catering services in 25 stores. For the first time, the Group will bring the Starbucks brand to the Fort Lauderdale airport and will propose catering services inspired by Florida's international and multi-ethnic nature.

Partnerships with landlords are handled with attention from every standpoint. To promote relations with the landlords, Autogrill decided to make its expertise and knowledge about the market available to them. For this reason, it has developed an innovative communication tool: "Take A Look" is a newsletter published quarterly (dedicated website and printed posters) and addressed to 250 European landlords, keeping them up to date on current news in the travelling and mobility sectors, highlighting current consumer trends and how Autogrill and HMSHost react in order to always stay ahead of the curve on these issues.





“Autogrill's distinctive aspect is thinking in terms of flows. These people rely on an extensive expertise, they know exactly what should be done in order to profitably manage food&beverage services at the airports. They are very quick and precise, they do not need time to make decisions”.

Budi Purnomo, CEO–Taurus Gemilang, Indonesia

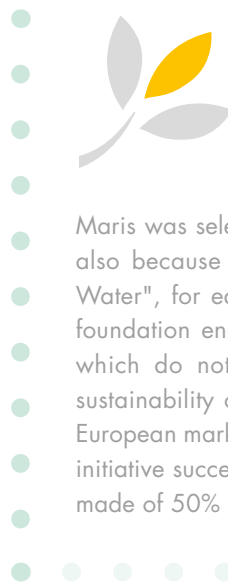
Partnerships with suppliers

Establishing good relations with suppliers is essential to obtaining products and services that consistently meet customer expectations. As in any business sector or corporate process, supplier selection is principally based on the search for quality, flexibility and maximum professionalism. Raw material (food and non-food) procurement and selection is key for the continuity of Autogrill's business, as well as the selection of partnerships: relations with the Group's suppliers reflect directly on the quality of the products and services offered to consumers.

The strong focus on establishing sound relationships with its suppliers of goods and services (maintenance, cleaning, safety and security, etc.) is also expressed on an ethical level. For this reason the supplier selection process is fully based on transparency according to the Group's Code of Ethics, the General Purchase Conditions and the Company's specific procedures developed for each single country. The US "Procurement Policy & Procedures" policy was developed in order to guarantee equal opportunities and also allow small local businesses to be included in the HMSHost supplier list without discrimination (based on size, gender, nationality, religion, race, etc.). At the end of 2013, HMSHost stipulated a new partnership with a new operator for purchasing processes. The conditions envisaged in the agreement include the provision that no contracts shall be entered into with companies that violate human rights and workers' rights, children's rights or that implement procedures that violate laws, regulations or directives.

In Italy, the Group puts great ethical emphasis on supplier selection. In Italy, the General Purchase Conditions stipulate that suppliers must comply with the Autogrill Code of Ethics and the indications set out in the Organizational Model pursuant to Italian Legislative Decree No. 231/2001.

Again in Italy, the Social Accountability 8000 certification – originally obtained in 2009 – marked a fundamental step for Autogrill in its commitment to the protection of human rights and workers' rights, the fight against child labor and the guarantee of health and safety in the workplace along the entire supply chain. This certification enabled the Company to increasingly involve and engage its supply chain partners in relation to the protection of workers' rights and also in relation to environmental issues, following the attainment of ISO 14001 certification. In fact, along the same lines, the Vendor platform was launched at the end of 2012 to manage supplier qualification and pre-qualification. Suppliers were asked to complete a questionnaire including 28 specific questions on SA8000.



A best practice on water supply comes from the Dutch airport of Schiphol. HMSHost decided to stock Marie Stella Maris water brand in a large number of the stores managed at the airport of Schiphol (approximately 70). Following a tender which involved different suppliers, Marie Stella

Maris was selected not only because it offered the best price, but also because their mission is crystal clear: "Drink Water Give Water", for each liter of water sold, euro 0.05 is donated to a foundation engaged in bringing drinkable water to populations which do not have access to it. The increasing attention to sustainability on the side of consumers (particularly in the North European markets) and airport landlords contributed to making this initiative successful. It is also worth underlining that the bottles are made of 50% recycled PET.

Marie Stella Maris



Nutrition and diet

Food control and safety

Collaboration between the Group and its partners is mutually enhancing when regulated by precise policies and procedures, and it is therefore in Autogrill's interest to identify assessment tools that verify supplier conformity, which is necessary to continue working together. Assessment and verification are indispensable to ensure high quality standards for all products and services. For this reason periodic audits have been designed, employing screening activities implemented in different ways, through questionnaires, (direct or indirect) information collection, sampling and audits.

Product quality and safety in the stores is ensured thanks to the efforts of all the players involved in the process: production, shipping, selling and distribution. This is a successful system because it starts from supplier selection and is based on the comprehensive sharing of values and objectives between the Group and its commercial partners. Both in the United States and in Italy, all suppliers undergo preventive audits to ascertain the level of compliance with quality standards defined by the company according to H.A.C.C.P. (Hazard Analysis and Critical Control Point) procedures, which envisage accurate microbiological analyses

along the entire supply chain and are conducted periodically, according to a risk assessment logic. Additional audits by in-house and independent specialists are also performed to verify compliance with the applicable hygiene-health standards and assess the correct implementation of the self-control plan of the management system adopted in the various countries in which the Group operates.

Again at the store level, the processes relating to food safety are very important and in this respect, the role of the store manager is essential. In 2013 a project was launched in Italy for the re-definition of the responsibilities of store managers. It included different checklists with all the activities to be performed in order to ensure proper management of the store (from food safety to health and safety in the workplace, carbon footprint issues and management of the contracts with suppliers). The documentation is made available on Aconnect and is always accessible (see also the chapter on "The importance of communication" on page 53).





Autogrill Excellence Audit

The controls implemented to ensure the safety chain on Autogrill's products, though sharing the same level of attention and professionalism, differ from country to country in relation to specific organizational aspects.

In France, Belgium, the Netherlands, Spain, Switzerland, Austria, Germany, Greece and Poland the "Autogrill Excellence Audit" is now a well-established tool to monitor operational standards implementation and continuous improvement management both in stores and at support functions level: a team of auditors schedules audits in the stores following a shared grid of controls and assessments uploaded on a tablet equipped with a camera to be performed on the implementation of the operating processes (350 questions concerning food items, hygiene, cleaning, service and commercial operations management, safety at work, environment, non conformities management, etc...), taking also country-specific aspects into account (local rules or concept characteristics). After the visit, the process is managed online in order to make the findings and improvement actions available to all the people involved. The results are then linked to the MBO (Management by Objectives) systems of store managers (similarly to the Mystery Client, see page 58). In addition, the "Excellence Award" assigns a yearly prize to the stores with the best scores.

The use of this platform is now extended to self auditing on specific topics by the area managers.

HMSHost also has a robust food quality and safety program in place, managed by an independent company (audits are based on the Food and Drug Administration Good Guide regulation). Each store is visited at least twice yearly and the Quality Control department reviews each audit and follows up the implementation of the improvement plan. The action plan relative to the faults identified during the audit is proposed by the same store managers.

The Quality Control department monitors the performance of the stores to help the managers concentrate on the improvement areas; it organizes webinars at least twice a year, inviting the stores to participate in examining the results of the audits, the objectives and the possible changes to the program; it has regular meetings with the auditing firm and the auditors to pursue ongoing improvement and ensure that the controls are performed thoroughly, consistently and constructively. The results are used to develop action plans and are linked to the MBOs at the level of each single store. Employee training on food safety regulations and H.A.C.C.P. processes completes the Group's focus and control on these issues.

Moreover, Autogrill, as brand licensee, is in turn subject to audits by its brand partners (this aspect of partnerships with more or less renowned brands also contributes to the unflagging maintenance of the highest quality standards) and landlords (for example, in the main stores located in airports and railway stations in Switzerland, the landlords periodically carry out audits without notice, which provide very detailed feedback on products and services compared to previous year's results and competitor data).

The culture of quality and health

In recent years the Autogrill Group has increasingly concentrated on activities aimed at promoting healthy and balanced life styles, also thanks to quality nutrition.

HMSHost constantly monitors new food trends with the help of several organizations, and develops new menus based on the findings. In response to the tendency to look for particularly healthy food, HMSHost extended its selection of fresh and vegetarian menus with low-fat and low-calorie options and combined menus, like, for instance, salads and, in general, side dishes with vegetables. The focus is on expanding the offering in general, because "healthy" can mean different things to different people, and consumers can choose the best option for themselves if offered several alternatives.

attention
to healthy
diet

Health

Moreover, in compliance with the federal regulations issued by the United States Department of Agriculture and the US Food and Drug Administration, the nutritional value and calorie content of the food products are specified on the menus. The introduction of a professional profile on site, dedicated to providing information about the supply chain, confirms the Group's commitment to the standardization of the ingredients used in the stores, representing a further guarantee to consumers about the specific characteristics of the ingredients (in particular in the case of possible intolerances or allergies).

Attention to proper nutrition is high all over Europe and there are multiple solutions available. For example, a wide choice of fruit and vegetables is available within many concepts, and varieties of wholegrain bread are available in the concepts offering baked products and sandwiches. In the Netherlands, the salt content in products has been reduced. In Switzerland, the "Greens" concept, implemented in cooperation with the Swiss BioSuisse association, offers organic food to people who follow a low-fat and low-salt dietary regimen. Moreover, in France all advertisements directed to consumers contain a message suggesting a healthy lifestyle and balanced diet (for instance, recommending the intake of 5 portions of fruit/vegetables a day and the practice of regular physical exercise), connected to the "Programme National Nutrition Santé". In Spain, the "3S" Sabroso, Saludable, Sostenibile (tasty, healthy, sustainable) communication campaign illustrates the three characteristics of the basic ingredients of Spanish cuisine (rice, salad, chicken, etc.), confirming the Company's commitment towards providing information to consumers.

The Group also pays close attention to children's dietary needs. Autogrill designed special kids' menus, available in all Ciao, Spizzico and Burger King restaurants, tailored to their specific nutritional needs (for instance, suggesting yogurt and fruit compote as an alternative to ice cream in the menus).

In some European countries, especially in Italy, Belgium, the Netherlands and Spain, specific menus have been developed to meet the specific needs of coeliac (gluten-intolerant) individuals. A dedicated effort led to the creation of special cooking areas in the stores to prevent cross-contamination of gluten-free foods during processing. HMSHost also organizes training courses on how to cook and prepare gluten-free foods.

In addition, the Group does not neglect the needs of those who, mostly for ethical reasons, do not eat meat and food products of animal origin. Autogrill Italia regularly updates a list of recipes for vegetarians and vegans, approved and certified by the Italian Association of Vegetarians. These menus are available in all Ciao restaurants and can be identified by the association's logo.

- Moreover, constant attention is paid to religious beliefs, especially when they influence dietary choices. Autogrill has developed a menu offering that meets the needs of consumers of different religions, for example Moslems (halal food).

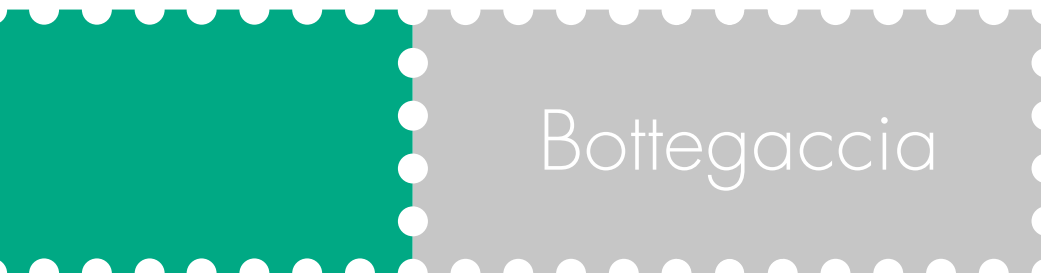




Consumption trends show that consumers want to learn about the cultural identity of the geographical area they are visiting through the enjoyment of the typical products of a country or a city. The Group has been working for years on becoming a showcase for the territory. Autogrill Italia acknowledged the starring role of certified products and typical local products by introducing sandwiches with the different certification brands, i.e. DOC (controlled designation of origin), PDO (Protected Designation of Origin), PGI (Protected Geographical Indication), DOP (controlled and guaranteed designation of origin), as well as regional specialties. The Market area in the stores, dedicated to the distribution of food products and other items, and specifically the “La Bottegaccia” corner, is a real showcase, intended to bring travelers in contact with local products.

In France as well, Autogrill encourages travelers to discover and rediscover local products of the territory and traditional cuisine, both through prepared dishes to enjoy in restaurants and take-away products (in this respect, the most famous boutiques are “La boutique du nougat de Montélimar” and “La Maison de la Bourgogne” and also the concept “Chefs en provence” in Marseille airport).

In the United States, many airports introduced local concepts with a regional flavor. For example, in Phoenix, the “Blue Burrito” offers food and beverages that are very popular in the South-West; the Anchorage airport, in Alaska, receives fresh fish supplies directly from a local fishing co-operative.



a window
showcasing
local products
for travelers

Project “Territorio Piacenza”

From May 2012 to 2015, six Autogrill points of sale have been chosen as “outposts” in the area around Piacenza, along the two main highway routes crossing the area.

Under the “Territorio Piacenza ” brand, especially created by Autogrill Italia, the Snack Bar, the Ciao restaurant, the Spizzico pizza corner and the Market area (i.e. the area within the store that is dedicated to selling food and other products) offer about one hundred recipes and typical local products to the over 4.5 million Italian and international customers who visit these stores each year.

Autogrill has also developed a menu including traditional recipes, as well as an array of innovative recipes based on typical local ingredients. Since most of the ingredients are then also available in the Market area, customers may not only sample the excellent cuisine of the Piacenza region but also buy these delicatessen items and take them home or bring them along on their journey. To compose this menu, in cooperation with the Consorzio Piacenza Alimentare (a consortium including 75 companies offering guaranteed typical products and a short supply chain), Autogrill selected over 20 local suppliers of high-quality deli products with high production standards.



The cultural identity of the region
is also expressed through
its wines and food products

South Tyrol traditions

The new Brennero point of sale is laid out much like a museum. Inside the store, the national offering is integrated by a number of propositions linked to the territory and the characteristic local cuisine.

At the restaurant, where customers can enjoy a comfortable and relaxed meal with table service, the selection includes typical recipes from Trentino South Tyrol, such as Knödel, Spätzle, certified local cheeses and cold cuts, as well as different types of bread (rye bread, sunflower seed bread), all matched with apple cider. Even at the snack bar, travelers who wish to optimize their stopover time can enjoy local products, such as sandwiches made with PGI speck or Stelvio (PDO cheese), Strudel and Linzer Torte.

To give customers an opportunity to buy the products tasted in the store and enjoy them again at home, the Market offers Knödel, Spätzle, speck and other local cold cuts.

Chefs en Provence

Every year, the cities chosen by the European Union to represent culture must provide evidence of the riches and diversity of European cultures. Autogrill's involvement as project partner in the "Marseilles Provence 2013 Capital of European culture" program resulted in the development of various initiatives, including the proposal of Mediterranean recipes prepared by Michelin starred chefs who alternated every three months at the Marseille airport restaurant.

A contest was also within the airport developed with several prizes linked to the program: a gourmet cuisine course and tickets to various events and shows.

Certifications



The Group puts great emphasis on certifications, testifying to the success of its management models and a motivation to improve.

In Italy, in 2013 the ISO9001 certifications on Quality Management Systems and the UNI 10854 certifications were maintained. The ISO22000 on Food Safety (for the Milan offices, the Giovi Ovest store and the Orio al Serio airport) was renewed and the Social Accountability 8000 Ethical Certification for Autogrill S.p.A. is still valid.

The offices of Telefonica in Madrid obtained the renewal of the ISO 22000 certification on the Food Safety Management System.



Villoresi Est obtained the Design for All seal, released by the Design for All Italia Association, a certification for projects that fully meet the requirements of excellence in accessible design. The Design for All principles were used for the development of the Villoresi Est store, a building that has totally eliminated access barriers and features high quality services for all types of travelers making a stop (families, businessmen, truckers, women, differently able individuals, etc.). The elimination of the architectural, perceptual and cultural barriers and the definition of an innovative interior design generate a next generation shopping experience that enhances freedom, safety and easy mobility for all travelers (see page 90 for Villoresi Est environmental certifications).





The factory of concepts

The Group demonstrates flexibility as it adjusts to the different needs of the various countries in which it operates, with increasingly demanding customers, by creating or renewing its concepts. The Autogrill Group offering is distinguished by a great strength: the ongoing innovation of the products and services offered along with the cross-cultural stimuli within the Group.

In the last years great emphasis was put on enhancing two aspects of the relation with the customer:

- "customer centricity", which puts consumer experience at the center of the design of the products and services, developing new models and formulas around their needs;
- the pursuit of the "sense of place" in the proposal of the new concepts, linking food&beverage stores with the aesthetic and culinary traditions of the regions in which they are located. In this way a sense of authenticity, identity and belonging is conveyed to consumers.

Today, customers want to be more actively involved in creating the offering and devising services. Today, customers are less willing to make do with standardization and want to be more and more emotionally engaged in the consumption experience. They would like an offer that can be tailored to their taste and the possibility of discovering typical recipes of the places they visit. The increasing attention to visiting new places, regions and, last but not least, the attention to the environment helped Autogrill to develop in the last years, in line with current market trends and consumer orientation, concepts increasingly oriented towards sustainability, because sustainability is also part of listening.

Sustainable concepts

The Group is paying more and more attention to the development of sustainable concepts. The opening of the **Villoresi Est** service station, in January 2013, marked a milestone in the path towards sustainability within Autogrill. Villoresi exemplifies international best practice within the Group in terms of sustainable innovation. It implements a set of virtuous solutions in the store, which can be individually replicated in other stores of the Group's global network in the future (see page 77 for accessibility and page 87 for environmental innovations).

As regards the product offering, Villoresi Est, with its design of services entirely structured to meet the distinctive characteristics of its customers, offers the opportunity to experience the location at two different speeds:

- a quick experience, dedicated to those who want to keep the stop short and optimize their time;
- and a slower and more laid back experience, designed for travelers who want to enjoy a medium-long break and fully savor the Villoresi offer.

An ideal separation was then accomplished in the location between the "fast" area with a new concept, Spizzico Bar, displaying innovation in its layout and in the offering of Autogrill's original brand, and the "slow" area, dedicated to catering services, retail and relaxation for all those who want to take their time.



Villoresi Est,
the Group's
sustainability flagship

Here, a re-interpretation of the Bar Motta was introduced, as a trait d'union with the city of Milan, and a revisited version of the Ciao restaurant, intended to satisfy new trends and styles in terms of food and diet. For example:

- recipes containing seitan and tofu were added to the menus;
- grilling was added as cooking method for numerous dishes;
- fish products were added;
- customers are given the possibility of ordering dishes based on their needs.

In addition to this, the innovation of "Territori d'Italia", a new concept featuring typical regional specialties, was also introduced.



In the first half of 2013 a new sustainable best practice for the Group was introduced. This refers to the concept of the **Bistrot**, opened at the Milan Central Railway station, which also won the Best Railway Station F&B Offer Award at the FAB Award 2013. The Milan Bistrot is the result of the collaboration established with the **University of Gastronomic Sciences of Pollenzo** and features an offering based on a careful selection of wine and food products and recipes from the local traditions (see also page 65). The objective is to develop a pleasant place for travelers to stop, featuring a well-organized design with an eye to environmental issues, as testified by the choice of recycled and recyclable materials for its design.

Burger Federation is the first concept directly developed at the Group level through a work team, which involved colleagues from different countries, taking landlords' requirements and consumer insights into account. This study provided the opportunity to better comprehend and exploit the Group's international nature for the purpose of devising a concept that will offer high quality burgers from all over the world. The first Burger Federation opening is scheduled for mid-2014 at the Fiumicino airport in Rome. To date, the result of this international study is the Gourmet Burger, presented in Italy, France, Spain and Germany in several stores directly managed by the Group.

With over 300 destinations and more than 45 million passengers every year, the Amsterdam's Schiphol airport ranks 4th in traffic among European hubs. Today, the hub is considered an "airtropolis", offering a dynamic ambiance with services available round the clock. Through over 70 stores inside the airport, the Autogrill Group also offers passengers products from fair trade circuits, thanks to the new grab and go concept "**Fair Taste Cafè**". The range of sustainable products is very broad, including sandwiches prepared with organic ingredients and Fairtrade coffee blends with the Max Havelaar seal of approval. The majority of the products available have at least one of these characteristics: fair trade, organic, local, recyclable or certified by the Rainforest Alliance seal. Moreover, even the materials and furniture at the Fair Taste Cafè are made with recycled materials from nearby: walls, counter tops and tiles with recycled wood, pallets and excavated material, chairs with plastic bottles. At the Schiphol airport, HMSHost has been offering 100% fair trade coffee blends, tea and chocolate since the beginning of 2012.

With a view to enhancing local production, the "**Harvest market**" concept was launched at the Dublin and Copenhagen airports. It reproduces a typical urban street market, where travelers can stroll and choose local products: fresh seasonal products like Dutch cheese, organic meat from Spaarnwoude and fruits and vegetables sourced directly from local suppliers. Menus are changed frequently, according to season, always with a strong emphasis on fresh and healthy ingredients and, whenever possible, organic.

At **Pearson** international airport in **Toronto**, travelers will have an opportunity to enjoy a culinary experience that reflects the exciting and varied offering of wine and food products of this city, designed to satisfy even the most demanding palates. In collaboration with some of the most renowned chefs in Toronto, HMSHost will transform the Pearson airport in a point of reference for gourmets with the opening of more than a dozen new stores that will replicate a wine and food path through the city, with ethnic restaurants, halal food and traditional recipes.



Not only will Toronto Pearson offer halal meat (a distinctive offering for an airport), but HMSHost is also working on the opening of a store that can offer traditional Jewish food.

To complete the offering, HMSHost added two proprietary brands, The Local and Farmers Market, and the recently developed Barcutterie.

In the United States too, there is growing attention to quality deli products. "Ciao Gourmet Market" offers organic products, certified by Trans Fair USA (a non-profit organization certifying fair trade products in the US) or meeting the specific

needs of individuals who eat vegan, gluten-free or fat-free foods. This concept encourages greater engagement and responsibility among customers on social-environmental issues: by buying Ciao products, the consumer supports the "Endangered Species Give Back Program" project to help endangered animal species.

In 2012, Ciao Gourmet Market was adapted to the European context, though still keeping an international flavor, and introduced in Italy.

Innovation and design

Over the years, Autogrill has created concepts linking the Group to the world of design: another way to respond to the current trends, which show that consumers are looking for engaging experiences with plenty of sensory stimulation. This confirms the Group's inclination to bringing innovation to the places where customers can have an experience that includes both food & design.

Terrazza Aperol

In the coming months, a Terrazza Aperol will also be opened at the Dusseldorf airport after the success recorded with its first opening at the beginning of the summer in 2012, in Milan, inside the Autogrill Duomo Store. It is an exclusive location, a prestigious showcase overlooking Piazza Duomo, designed in cooperation with the Campari group. Terrazza Aperol offers a wide range of aperitifs and cocktails, while for lunch customers can enjoy a global menu with international and local recipes.

RossolIntenso

Inaugurated at the beginning of 2013 inside the Roma Fiumicino airport, RossolIntenso is a wine&food bar stemming from the international Beaudevin concept, dedicated to wine and food lovers, already present in international locations such as the Brussels airport, the Carrousel du Louvre in Paris, Chicago O'Hare, Miami and Charlotte Douglas airports in the United States.

A consumption experience intended for airport customers who would like to take a break and relax in a pleasant environment, RossolIntenso is designed as an elliptical space, open along its whole perimeter, which creates an informal but elegant and genial ambience. The offering is composed of deli specialties (cold cuts, fish carpaccio, cheeses), all in plain view, so that the customer is free to combine a "tasting mosaic" according to his/her wishes. All the products are sourced from selected suppliers, who guarantee freshness, accurate processing, respect for the environment and high quality. Lastly, the wine list offers a choice of over 35 wines, all from the vineyards of the Zonin family, winemakers since 1821. The entire team working at RossolIntenso was trained at the Montemassi (Grosseto) estate, where they are instructed in winemaking and the territory.



Services and accessibility

The best service for different needs

The broad range of services offered by the Group meets the needs of the different types of consumers, including children, families, differently able individuals, business people, truck drivers, bikers and people travelling with their pets. For this reason different solutions have been developed to meet consumer demand.

The Autogrill Group aims at making the traveler's day better. For this reason, it offers solutions for every type of traveler.

In Italy, for people travelling with small children, Autogrill set up baby rooms in 16 stores, and recreational spaces tailor-made for toddlers, with pint-sized tables and chairs, games, videogames and large-screen TVs showing cartoons. At the European level characters have been developed for children to play during the meals as well as gadgets for the smaller guests. Specifically for families, HMSHost launched a parallel program for children with menus and entertaining games in addition to options aimed at increasing the spending power of families with children.

In Italy, the **Trucker Club** was implemented in 22 stores for truck drivers, including a completely free-of-charge service package (shower, video surveillance parking, entertainment areas with pay TV), tailored to the needs of this specific category. In partnership with Ducati and Dainese, the **Bikers Club** was launched to offer specially designed services to motorcyclists. 13 locations feature futuristic parking areas and sometimes relaxation areas, where it is possible to comfortably perform stretching exercises.

For people travelling with their pets there are 18 **Fidoparks** in stations along Italy's most heavily trafficked highway routes: these spaces, specifically designed to let pets play outdoors, were developed in collaboration with Amicopets and A.N.M.V.I. (Associazione Nazionale Medici Veterinari Italiani).

Among the services offered in the United States to meet consumer demand, HMSHost developed **Freedom to Choose**, a web-based, in-house platform, made available to all network collaborators, which provides them with the possibility of more quickly preparing ad hoc recipes based on the specific requests made by customers or according to regional trends. The project was worth the "Operator Innovations Award" from the National Restaurant Association as "Top Innovator" in the "Menu Development" category and it further confirms HMSHost's engagement in continuously fine-tuning consumer experience.



Considering the fundamental collaborator-consumer interaction and with a view to targeting customer satisfaction, Autogrill Spain launched two initiatives which proved to be as best practices: "**Service Feedback**" and "**Speed & Good**".

Every two months the store manager fills out a "Service Feedback" check list for each store employee. The check list envisages the scoring of 10 key steps making up the service provided to customers - from customer greeting to presence and speed - which will later be discussed with the employee in question during an informal meeting. The feedback is aimed at orienting each employee towards improving both customer service and the working environment.

"Speed & Good" is a true training game based on a series of cards that are given to each employee and changed on a weekly basis. Each card illustrates one of the six fundamental behaviors for impeccable service - from greeting, presence and speed. The competition lasts seven weeks (one for each aspect of the service plus one last for "consolidation") and is repeated twice a year. At the end of each cycle there is a winner for each store.

Design for All

Travelers place great importance on services and the physical spaces and demand differ depending on the type of traveler. Habitual customers, including truck drivers, families, children, the differently able, pets, bikers and business people, are only a portion of the population that comes into contact with Autogrill every day. They want more comfortable, more functional and basically more attractive and relaxing interiors, so that stopping becomes a pleasant experience, with modern furniture, better lighting, attention to materials used and more comfortable chairs, tables and stools, all welcome amenities for travelers. To this end, Autogrill Italia pays special attention to the needs of these customers when developing new stores. The Mensa di Ravenna and Villoresi Est stores have been certified by the "Design for All" association for their special care in making every service accessible and today the Group tries to implement the best practices learnt from the development of these new stores, replicating, wherever possible, a design that follows the same guidelines.



In addition to the important innovative features in terms of carbon footprint (see chapter on page 87) and the strong emphasis on the sustainability of the offering (see chapter on page 73), one of the key characteristics of Villoresi Est is its complete accessibility. The store was fully refurbished according to the Design For All and Dasa Rägister principles through a precise design of its interior layout, furniture and equipment as well as services, parking areas and signs. The store's interior design was developed taking the different specific needs of travelers into account (business people, families, women, truck drivers, children, the elderly, differently able individuals, sight-impaired individuals, etc.) and information about the project was collected in a dedicated book written by Luigi Bandini Buti, president of the Design for All Italia association.

"This book stems from the collaboration with Autogrill, when the project for the Villoresi Est location was still in development. We were becoming aware of the fact that paying attention to "everybody" would result in having "many" excluded. Therefore, it seemed that it was worth disseminating information about the key advantages of the design, making the results known to the public."

Luigi Bandini Buti, President of the Design for All Italia Association.

Other services focus on the different target customers of the point of sale, starting from families with children, for whom two play areas were designed (one inside and one outside the building), dedicated and balanced menus at the Ciao restaurant and a baby bottle warmer. For business travelers, Villoresi Est offers an "office on the move" service featuring green Wi-Fi, sockets for recharging PCs and mobile phones and a business center with two conference rooms with projectors, microphones, printers and catering service. Truck drivers stopping at Villoresi Est have access to free parking with over 60 parking places, safe and illuminated paths, dedicated video surveillance that allows them to always keep an eye on their truck, toilets equipped with showers, hair dryers, a washing machine and tumble dryer, as well as vending machines for cleaning products. In addition, there is a fitness area with stretching equipment, a picnic area with tables and benches, a Fido Park with green dog run, water, shade and litter area for pets travelling with their owners.

"Autogrill decided to develop the project in an undoubtedly innovative way, by establishing a heterogeneous working team... in order to first of all listen to consumer needs and try then to find a solution".

Andrea Stella, Design for All Italia and President of Spirito di Stella Onlus

Afuture Roadmap (2012-2015)



At the end of 2011 Autogrill first launched an internal challenge, setting sustainability objectives to be reached within 2015, based on a 2012 baseline. For the Product area the objective is packaging: promotion of sustainable packaging and a 5% cost reduction.

In 2012 and 2013 Autogrill launched a European project on packaging mapping all purchase categories (shopping bags, cutlery and plates, etc.) in order to increase the efficiency of the purchase process.

Autogrill implemented actions to reduce the weight of the triangular, paper-plastic plate used for serving pizza. The weight of the packaging was reduced by 11% and this action proved successful thanks to the reduced thickness of the cardboard used. In addition, the cardboard was made of 100% recycled material. The barrier effect with food is guaranteed by the application of a layer of OPP (oriented polypropylene) film. The reduced weight of the packaging also resulted in a reduced impact, due to savings in the use of raw materials and in the management of its disposal. In addition, the use of the material deriving from post consumption recycling led to other savings in terms of carbon footprint per unit of product, especially in terms of water consumption.

Prevention Analysis - projects and solutions for eco-sustainable packaging Conai. Eco Tool. Conai

By implementing similar actions also on the plates used to serve crepes, Autogrill managed to post a 9.54% cost reduction on the two items in 2013.

Innovation and technology



ROUTE TO INNOVATION

To be effective and efficient innovation needs to be standardized.

“Route to Innovation” is the innovation program that, through a series of internal events (on technology, sustainability and business results) in recent years has enabled the Group to launch and implement different initiatives and projects regarding products and services specifically targeted to its customers.

One of the outcomes of this program was the **Cross.In - Innovation lab** project, which brought international, cross-functional teams together to generate innovative ideas on concepts and products.



The “think tank at work” of **Innovation & Technology** lead to the multidevice application “**Vyaggio**”, launched early in 2012 (which won the FAB Award as Best Digital/Media Initiative in 2013). Downloadable on smart phones and accessible via web, Vyaggio enables fast access to and identification of the Group’s points of sale. It is currently available in 6 languages and includes information relative to the stores in 18 countries around the world, broken down by channel (highway, airport, railway station, ...), type of request (Sleep, Healthy, Shopping, Coffee, Pizza, Sandwiches, Food, Drinks), and service offered (Free Wi-Fi, Electric Sockets, Meeting Rooms, Shower, WC, Post Office, Play Area for Pets,...). The strong



point about Vyaggio is the possibility of distributing coupons and promotions relative to individual stores, thus enabling consumers to save money and meeting their need to increase value obtained. Beside Vyaggio, **B4 YOU BOARD** is another free app worth mentioning, letting departing travelers from the most famous airports in the US order their menu in advance, directly via phone, and then collect it at the point of sale or directly at the boarding gate.



Coffee stories

The “**Storie di Caffè**” initiative began in 2012 and continues throughout Europe with the launch of the new coffee blend developed in collaboration with Kimbo, the Specialist Coffee Tasters and consumers.



“Storie di Caffè” intends to be more than just a cafeteria range offered by Autogrill. It is a comprehensive coffee experience combining the sense of taste, smell and sight, i.e. all the sensorial components linked to the quality of a cup of coffee, with the professionalism and competence of the baristas. This led to an initiative which has given everyone a chance to write and post his/her own story or drawing on Autogrill sugar sachets.



Celebrating employee talent is key to Autogrill. In particular, in Spain, since 2011 two contests are launched annually to choose the best barista and the best beer drawer in the network. Everybody can participate in the contests and the three best employees in each field, in addition to receiving a prize, are chosen as trainers for the subsequent year, so that they can pass on their skills to other colleagues. In 2013 the contest for the best barista asked participants to develop a new coffee recipe. At the end of the contest, the three best recipes were included in the *Storie di Caffè* offering and it was advertised that the recipes had been developed by Autogrill employees. Consumers responded very positively.



Spazio Fucina and the Culinary Council

At Autogrill Group, commitment to food experimentation and research has always been a priority. The Group's experimental kitchens – in America, Italy, Spain and Switzerland – are places where our chefs develop new recipes with a wide selection of quality products in full compliance with the principles of a healthy and balanced diet.

In Italy **Spazio Fucina** is a true research laboratory where chefs from the organization, renowned Italian and international cooks, test ingredients, develop ideas, recipes and concepts, interpreting emerging dietary trends, the evolution of nutritional standards and food technology in products that enrich the commercial offering of Autogrill stores.

For instance, in recent years palm oil was replaced with oleic sunflower oil for frying, one of Italy's traditional cooking methods.

Sunflower oil is subject to structured and standardized controls using digital technology. The analysis and the decision made took into account all the advantages that would come from this change, ranging from food safety to supply chain sustainability.

The experimental kitchen is also a symbolic place testifying to Autogrill's innovative approach, where new technologies are tested for product preparation and distribution processes, creating new ways to maintain the products sensorial characteristics while also trying to save energy.





One of the outputs of Cross. In was the launch of the **Culinary Council**, an international program of culinary innovation

organized in collaboration with Identità Golose. Through this program Autogrill intends to develop a food offer exclusively for its store network, both in Italy and abroad, relying on the collaboration of sociologists specialized in consumer behavior and prominent professionals from the catering industry (world famous chefs and nutritionists) to obtain a scientific contribution for the development of balanced menus.

The comparison and the co-operation with chefs and wine and food institutions have always been considered by the Group as an opportunity to analyse emerging food trends in detail and develop innovative ideas with a view to increasing the level of excellence in the food experience of the travelling channels.

In the United States, Autogrill has been collaborating for many years with the **Culinary Institute of America** (CIA), one of the world's most prominent universities of food sciences, in the framework of the "Education, Menu Development and Training" program, which includes consulting and training services for the development of new menus and recipes in US stores. In addition, again in the US, activities in partnership with 6 celebrity chefs were developed (Lorena Garcia, Rick Bayless, Todd English, Wolfgang Puck, Kathy Casey and David Burke) to open restaurants with signature brands and menus prepared by the gourmet chefs in the major US airports.

Assistance and control

In Italy the stores are constantly monitored, thanks to the implementation of an operations center that conducts remote video surveillance on all the stores to guarantee support, security and safety, especially during night hours, both to collaborators and customers. The system, which is currently operating in 200 locations, will gradually be extended to cover the entire network, particularly on the highways, where stores are open round the clock.

Autogrill Italia is actively involved in the Italian National Observatory of Sports Events at the Italian Ministry of the Interior, and it participates in the weekly meetings where, together with the several attending authorities, it plans shifts and stops along the highway network during the days in which the football matches of the Italian Serie A "take place.

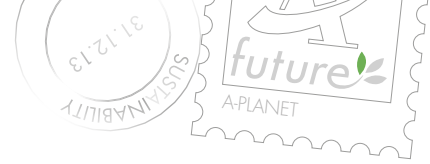
Moreover, Autogrill Italia participates in the "Viabilità Italia" initiative, a national center that deals with road traffic congestion situations, set up by the Italian Ministry of the Interior and guided by the head of the Highway Police. The initiative is intended to plan the most effective action strategies during the heaviest summer holiday traffic days, preparing snow management plans and organizing security and safety measures for special events. In fact, in periods of peak traffic and according to high traffic flows, a steward and customer assistance service has been set up in the mostly heavily trafficked parking areas, including the presence of dedicated personnel or paramedic teams with ambulances.

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A-Planet 





Eco-sustainability is the pre-eminent challenge for people all over the world: environmental issues are becoming increasingly critical in every development process, involving all the people, the industries and the institutions in the world and calling for the implementation of measures targeted to protecting natural resources and ensuring their availability for future generations.

Therefore, it is necessary to pursue business models that enable the recovery and reconstruction of natural resources already heavily impacted in their ability to reproduce themselves. Acting with a view to protecting the environment means foreseeing the adaptation of complex processes and the monitoring of different aspects: the need for energy from renewable sources, the correct disposal of waste and controlled consumption.

For the purpose, a series of actions and changes in people's habits and lifestyles are deemed necessary, and to be effective, the collaboration of the public, the organizations and the institutions of the entire world is of the utmost importance. An economic development compatible with eco-sustainability and the preservation of natural resources can only be successful if it is based on an effectively sustainable development policy that ensures that future generations will be able to benefit from our same privileges.

To Autogrill, the commitment towards the environment translates into ongoing research on cutting edge technologies and innovative solutions, including geothermal and photovoltaic generators that can substantially reduce the use of traditional energy sources, as well as the implementation of new low-impact equipment in the stores. A key aspect in this respect is the re-design and implementation of new sustainable concepts, re-inventing store interiors with natural and eco-compatible furniture and service differentiation to include eco-friendly products. Autogrill stores also play an important role in acting as communication channels to convey a message of environmental responsibility. Protecting the environment also means disseminating a new culture and a new approach to products and consumption; fostering new attitudes, small daily actions that ensure a better future without impacting quality of life.

Autogrill Group, though not operating in an industry with a high environmental impact, firmly believes that we must reduce our consumption of energy, water and raw materials and favor the use of clean and renewable sources and recycled materials with a lower carbon footprint. This also means reacting promptly to increasingly emerging market needs.



Reduced carbon footprint,
lower resource consumption,
waste management

Environmental culture

Operating under concession agreements in complex and differentiated situations like the travel channel means first and foremost knowing how to adjust the procedures developed for environmental protection to the requirements of the different types of landlords. It also means identifying common points of integration around shared principles like, for instance, the responsible use of water and energy, reducing polluting emissions, using eco-sustainable packaging and applying appropriate waste disposal procedures. The most important factor is engagement, getting both collaborators and consumers to pull in the same direction.

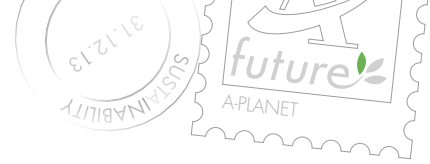
Protecting natural resources means using less energy. Every effort made by Autogrill starts from this simple yet fundamental principle. Consuming less energy is a key objective in the battle for environmental sustainability, along with scientific innovation, technological research and people's engagement and commitment.

Only a cultural transformation can lead people to reduce their energy and water consumption. This requires changing ingrained habits and a re-orientation of collaborators who use the equipment on a daily basis, suppliers who produce it and consumers who come to Autogrill stores and make use of the services.

In order to disseminate a pro-environment culture, Autogrill designs ongoing projects targeting all Group employees to heighten their awareness and engagement in environmental protection and waste reduction. The message conveyed to collaborators focuses on the proper use of kitchen equipment (hot plates, ovens, deep-fryers, dishwashers, etc.), which in low traffic time slots can be switched off, generating significant savings. Other initiatives are targeted to consumers, like the sale of compostable shoppers or jute bags, theme-focused communication campaigns focusing on sustainability issues and the proposal of waste differentiation. By modifying their everyday behavior, customers can contribute to the Group's pro-environment effort.



The Group's Aconnect portal includes the "Afuture" section. This is another way to keep attention focused on sustainability, a virtual location containing all the information of the Roadmap, from its history to the news and events from the world dedicated to the dissemination of the principles of sustainability. Last but not least, the monthly column "Go Green" was developed to disseminate best practices for the responsible use of paper, water and power. Simple concrete actions that every collaborator can put into practice every day, an additional effort to further disseminate the Group Afuture Roadmap.



In the last 5 years HMSHost has implemented a program called “startsomewhere”, which groups all the initiatives revolving around eco-sustainability and, above all, delivers effective communication to employees about the importance of their contribution, in addition to engaging with the authorities granting the concessions through participation in initiatives organized, for example, by airports.

HMSHost organizes periodic online workshops for store personnel to share best practices about sustainability.

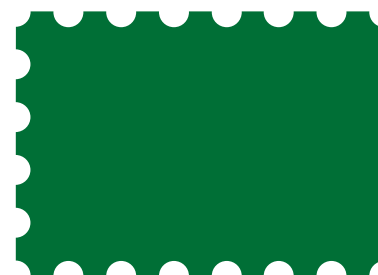
In 2013 the survey on environmental issues was continued, involving all the stores in the United States, Canada, Australia, New Zealand and Malaysia. The questionnaire covered various topics. The first part was dedicated to the management of the main environmental aspects of store operation: power, water and differentiated waste – cooking oil, coffee grounds, milk packs, glass and plastic bottles, cans, wooden pallets, etc.. The second part maps other initiatives, such as the use of LED lamps, the installation of individual presence detectors for switching on lights, training courses teaching the staff how to save water and the use of recycled paper in the offices, up to the environmental certification obtained. The results showed particular attention to recycling cooking oil, cardboard and ink cartridges, as well as the use of energy-efficient bulbs. In order to reduce water consumption, presence detection systems were installed on the water basins in the toilets. This

annual survey proved to be an important tool to involve and increase collaborators’ engagement in adopting sustainable behaviors, also because it includes a section in which the stores can enter suggestions, request information and even make requests regarding the sustainability program adopted by the Group. In the United States, HMSHost implemented a series of workshops to share environmental best practices among store managers and disseminate knowledge about initiatives undertaken to promote sustainability, how they were carried out, what results they had generated and who applied them.

Autogrill Spain continued the “Edison Project”, whose objective is to reduce energy consumption efficiently in the stores. An important characteristic of this project is operator awareness, considered the key to a successful energy efficiency policy. The project envisages training courses for store managers, a practical manual for the correct use of equipment and information about energy consumption. In addition, a calendar was developed for each store to efficiently manage air conditioning and heating.



conserve
energy
sources



Also at the main headquarters of the Group - Milan, Marseille and Bethesda - differentiated waste collection is pursued according to different criteria and following the differentiation methods defined by the companies responsible for local waste collection and disposal (paper, plastics, glass, aluminum and ink cartridges).

The elimination of paper glasses for beverages from almost all the recreational rooms in the US headquarters encouraged employees to bring their own mug from home. At the Milan headquarters the rec rooms and the company canteen were equipped with free water coolers. The water in the dispenser is microfiltered and periodically checked. This initiative contributed to a considerable reduction in the use of plastic.

In 2013 a competition was also launched for four months with the participation of different teams from the headquarters, targeting the reduction of printouts with consequent savings in terms of use of paper.

Two winning categories were recognized:

- the greenest team: the one with the lowest number of printouts per capita per week in the four months;
- the most improved team: the one which proved most successful in percentage reduction of the overall number of printouts per capita per week in the four months.

The prize for the best teams was a "green" meal for the entire group and the possibility of participating in the preparation in collaboration with professional cooks. Concurrently with this project, a communication campaign was launched in the printing areas and on Aconnect. Thanks to everybody's engagement, the challenge resulted in an overall reduction by over 23% of the weekly number of printouts in the period.



Also in relation to its suppliers, the Group pays a great deal of attention to ethical and environmental aspects in the supplier selection process. This means adding an additional layer of assessment in addition to material quality and process reliability. Selecting the right suppliers with whom to support the Group's commitment towards eco-sustainability means facilitating dialogue with category associations and organizations operating in different fields, who can become important mediators and also facilitate the process of technological and cultural innovation that the sustainability challenge requires.

Hai veramente bisogno di stampare o fotocopiare?
Cambia le tue abitudini e anche l'ambiente ne sarà felice!

Do you really need to print this or copy this?
Change your habits and the environment will be happy!

27 ALUMINIUM / 27 TONS

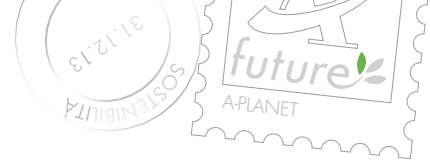
21 MILIONI DI LITRI D'ACQUA / 22 MILLION LITERS OF WATER

21 LAMPADINE DI TORRE / 21 TOWER CARTRIDGES

2.3 MILIONI DI FOGLI DI CARTA / 2.3 MILLION SHEETS OF PAPER

- Consider if document can Google Drive instead of desktop
- Consider electronic sharing with Google Drive at all levels
- Use to gather. Print directly if the job must be produced in printed version or insert it into a tool through pre-connections
- You can scan and email documents to arrive at their item
- Upload the most last content and consider upload on Word to edit on Google Drive, not on desktop
- Review documents electronically and make comments on line on Word or on Google Drive
- In stampi format a meno o in formato ridotto consente di stampare meno carta e di stampare più documenti ad una stampa stampant.
- Consider printing/receiving multiple pages per page of paper and double sided - so that is half the cost of paper and a quarter of the cost of paper
- Stampa in bianco e nero. Lo spazio che una stampa a colori è 4 volte più costosa di una stampa in nero?
- Do you really need color? It is 4 times more expensive to print colour than black
- Stampa a formato A4 o A5 e pulisci lo schermo stampante
- Stampa stampi più piccoli e pagine dei documenti che ti sono necessari
- Photocopy only the paper you really need

A future



Sustainable stores

Sustainable stores

To Autogrill innovating stores means targeting process improvement and energy efficiency in the buildings in which it operates, as well as pursuing ongoing research on new technologies that include the use of energy from renewable sources, like geothermal and photovoltaic. Also the use of natural and eco-compatible materials (glass, stone, stainless steel), ensure easier disposal or recyclability, which also play an important role.

In addition, since the company provides services to millions of people, it is also important to design stores that always allow easy access to everyone and provide transparent communication to customers also in relation to environmental issues.

When it comes to building or restyling an existing store, there are several complex factors to consider: first, the level of integration in the ecosystem, defined through an analysis of the different stages in the life cycle of the building, the materials and the equipment. For this reason, it is necessary to plan continuous studies and analyses to define structures (light design, air conditioning, water systems, furniture, equipment, fittings) with the collaboration of authorities and organizations, suppliers, commercial partners and expert designers, also in relation to the different contexts – airports, highways, railway stations or shopping malls – in which the Group operates.

In line with the Roadmap objectives, the Group is defining its construction specifications aimed at reducing the consumption of energy and water and targeting the attainment of environmental certifications.

In Italy, the **Villoresi Est** store was opened at the beginning of 2013. It represents the Group's international best practice flagship for sustainable innovation, featuring virtuous solutions that can be individually reproduced in other locations of the Group's network worldwide.

From the perspective of eco-sustainability, the Villoresi Est location was entirely designed and developed in compliance with the energy efficiency and carbon footprint standards of the LEED Protocol (Leadership in Energy and Environmental Design). In fact, in 2013 it received the LEED Gold certification in addition to EMAS and ISO 14001 certifications.



The building extends over a surface of approximately 2,500 sq m, with a skeleton entirely in PEFC certified lamellar wood derived from sustainably managed forests. As required by LEED standards, only eco-compatible and recyclable materials were used.

Its characteristic volcano shape (reaching a height of 27.5 m) facilitates the flow of excess heat towards the top and the ideal exploitation of external temperature conditions, thus reducing the energy used for heating or cooling air. Moreover, also thanks to the combined use of geothermal and photovoltaic energy, the Villoresi Est location saved 266 Megawatt of energy in 2013, compared to a traditional Autogrill store, with a reduction of CO₂ emissions equal to 125 tons (data refer to reduced consumption and emissions for the heating and air cooling plants).

As to water, rainwater and groundwater are used for cooling air, irrigation of green areas, the management of toilets and the firefighting systems, reducing the uptake of water from the public waterworks for industrial purposes to zero.

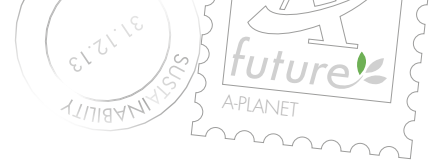
Main characteristics;

- “Thermal battery” geothermal plant with 420 sensors installed in the subsoil 25 m deep, providing an output exceeding 380 thermal KW, covering 85% of requirements.
- 350 sq m of collecting coverage seasonally capturing either solar energy or cold.
- LED lighting for both interiors and exterior.
- Rainwater and groundwater collection system for air conditioning, irrigation, toilet management and firefighting reserve.

Inside the parking area, thanks to the collaboration with the eV-Now! Foundation, LOGINET and Nissan, there is also the first recharging unit for electric-powered cars installed on Italian highways, which allows recharging in less than half an hour. Short time and universal recharging: 15 minutes are sufficient to recharge a partially down battery at 80% or approximately 30 minutes are needed if it is completely down. Moreover, thanks to the double continuous current and alternate current technology it will be possible to recharge any electric-charged vehicle.

Lastly, for the purpose of ensuring continuity with the landscape and underscoring the environmental bond between Villoresi Est and the Groane Park, approximately 30% of the surface of the filling station (19,000 sq m) was developed as a green area, with local trees and bushes that provide continuity with the surrounding landscape. (See page 73 and 77 for Villoresi Est innovations in the social area).

In Italy there are other examples of excellence built in the last few years: the 100% green store in Mensa di Ravenna, certified as Energy Class A and the two stores of Viverone Est and Ovest (on the A5 highway connecting Ivrea to Santhià). These three buildings are equipped with geothermal plants, a solution that cuts energy consumption by almost 30% compared to traditional stores. In the Dorno and Brembo stores the installation of methane-fired trigeneration plants for the cogeneration of thermal and refrigeration energy resulted in reductions of 130 kg and 115 kg of CO₂ emissions in 2013. Also the Montefeltro Ovest store is worth mentioning: near Riccione, certified as Energy Class B, its design optimized the investment by square meter, particularly in relation to the climate control system, which concentrates 75% of the total dispersion.



Last but not least, 150 stores throughout Italy already feature a centralized energy management system (connected to both equipment and systems), enabling corrective actions intended to improve and control energy consumption and efficiency.

Eco-sustainability also means protecting the habitat hosting the locations. For example, the Casilina Est petrol station, along the Rome-Naples A1 highway, where an ancient necropolis was unearthed, (yielding important archeological finds, including an extremely rare funeral bed from the Hellenistic period), which has been put on display in a museum showcase, with a terraced garden and a series of walls in crystal glass that give travelers a clear view of the archeological site.

At the Group's headquarters in Milan, gases potentially hazardous to the ozone layer used in refrigeration plants were gradually eliminated. In collaboration with specialized engineers, ongoing plant maintenance/monitoring actions are being carried out. Gas recovery from the plants is performed in accordance with international standards and under safe conditions for human health and the environment. In all the stores located in Italy, all plants containing gases potentially hazardous to the ozone layer are registered and managed according to specific maintenance standards by companies responsible for maintenance in the stores. Any maintenance actions are registered in specific logbooks, with an indication of the plant specifications and activities performed. Based on the results of the relevant feasibility studies, the replacement of the gases contained in the refrigeration plants (refrigerators and air ventilation) is periodically assessed in correspondence with store restyling. In 2014 a campaign will be launched aimed at reducing the number of refrigerators containing R22 in the Italian stores.

In the United States, the Delaware Welcome Center celebrated three years in operation since its re-opening and is still the HMSHost flagship. It extends over a surface of 4,000 sq m and was designed in accordance with the Leadership in Energy and Environmental Design (LEED) principles, recycling and re-using 75% of the material derived from the demolition of the pre-existing building. The store optimizes the use of natural sunlight, significantly cutting energy consumption. Moreover, in order to better insulate the building, the roof was constructed with highly reflective material and the walls with insulating materials that prevent heat loss in winter. With regard to air ventilation, a geothermal plant was installed with 60 geothermal wells feeding 37 pumps distributed throughout the building. Another initiative worth mentioning is the project dedicated to truck drivers, designed in collaboration with CabAire (a company that supplies electronic components for trucks). In the parking area of the infrastructure, there are now 50 stations supplying electricity for trucks to power air conditioning and heating without keeping the motor running. The Delaware Welcome Center also features stations for recharging electric vehicles.

Again in the United States, another example of sustainability best practices is provided by the stores managed inside the Los Angeles International Airport. Air quality is increasingly becoming a major concern in the largest US cities, and consequently, in many commercial kitchens monitoring equipment is required to control polluting emissions from the discharge systems in order to comply with the stringent measures applied by the environmental authorities. For this reason, HMSHost installed the Pollution Control Unit (PCU) and the Ultraviolet (UV) technology for kitchen hoods. These solutions contribute to improving air quality while optimally managing fat discharge. This results in reduced manual cleaning actions and reduced risk of fire.



For the recently opened stores in France, various energy efficient technologies (insulation, shading system, natural light and low consumption light bulbs) were implemented, and systems generating energy from renewable sources (photovoltaic panels for energy generation and solar panels for hot water) were installed. Also, when investments are made in restyling a location, Autogrill takes all the necessary actions to improve energy efficiency in the building. Examples include the roof and window insulation technology used for the store located in Reims, which was made possible also thanks to the financing envisaged by the Certificats

d'Economies d'Energie government program, targeting an overall reduction of the energy consumed in the store.

In the Netherlands, during the refurbishment of the Tulip Inn Amsterdam Riverside Hotel (re-opened in 2013), strong emphasis was put on sustainability through the installation of LED lighting, water saving showers, water-less urinals and a high efficiency heating, ventilation and refrigeration system.

Environmental certifications

The possibility of obtaining important environmental certifications is the natural consequence of Autogrill's unflinching focus on the environment.



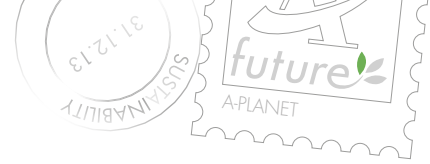
In 2013, the Italian Villorese Est gas station obtained the ISO 14001 certification on the Environmental Management System, the EMAS certification, the Gold recognition of the use of the "LEED® New Construction for RETAIL" protocol, importing this important standard for the first time in the Italian catering industry. This important target was also reached by fifteen LEED® certified locations on the Canadian highways (and precisely, eleven LEED® silver certifications: West Lorne, Dutton, Tilbury North & South, Trenton North & South, Morrisburg, Mallorytown North & South, Odessa & Napanee - and four LEED® Gold certifications: Bainsville, Port Hope, Ingleside and Woodstock) plus the LEED® Silver certified Delaware gas station on the Delaware Turnpike in the United States.

In Italy, in 2013 the ISO14001 certification for the Environmental Management System was renewed for the headquarters, the Brianza Sud store and the stores within the Turin Caselle airport. In addition, also the EMAS certification was also awarded to the headquarters and the Brianza Sud store.

The HMSHost stores inside the Tom Bradley International Terminal at the Los Angeles International Airport were built according to the standards established by the California Green Building Code - level I and the California Energy Standard - title 24, in order to make the airport the greenest airport in the world. The CALGreen Code requires that each new building in California reduce energy consumption by 15%, water consumption by 20% and that 50% of waste deriving from the building site be recovered or in any case not brought to landfills, and that less polluting materials be used. Level I contains additional voluntary measures and prerequisites in terms of bio-architecture. In the United States the building of the Bethesda headquarters is certified both Energy Star and LEED Gold.



Developing a new store means taking into account a complex array of factors



Within the Group, other countries also improved their management systems in order to obtain environmental certifications. In France, the Canaver store was HQE (High Environmental Quality) certified; the Ambrussum store, close to Montpellier,

obtained both the HQE (High Environmental Quality) certification and the BBC (Low Energy Building); in Spain, the ISO 14001 certification for the Telefonica headquarters in Madrid is still valid.

Afuture Roadmap (2012-2015)



At the end of 2011 Autogrill first launched an internal challenge, setting sustainability objectives to be reached within 2015, based on a 2012 baseline.

In the Planet area, one of Autogrill's objectives is to open 30 LEED certified stores by 2015. To date, 17 Autogrill stores around the world have obtained the LEED certification (5 Gold and 12 Silver).

Resource management

Energy

Energy is a precious asset that Autogrill Group intends to use responsibly. The commercial structures open to the public imply a considerable consumption of energy for lighting and all the necessary technological equipment. Autogrill ensures that this considerable energy expenditure never translates into waste and to this end, next generation equipment and plants are the rule in the stores. The use of innovative equipment enables the Group to avoid waste, monitor energy efficiency and adopt corrective actions that generate additional savings. For the provision of catering services, the performance of periodic assessments and the possibility of applying specific changes to the structure and the equipment used in relation to the duration of the concession is of the essence.

Within specific infrastructures, where utilities are managed centrally by the landlord, like airports or railway stations, it is difficult to collect detailed data about consumption and utility costs, because they are already included in the concession agreements stipulated with the landlords. This is important to note, because it reduces the Group's leverage, though in recent years this situation is gradually changing, showing an increased engagement also from airport landlords.

Inside the Los Angeles International Airport HmsHost installed Energy Star certified equipment (refrigerators, grill hot plates, etc.).

Another interesting action was also the innovation of the Energy Management system inside the new International Terminal F in Atlanta (built in 2012-2013). This refers to an innovative ventilation system used in kitchens. Through this integrated system, the fans automatically change based on the temperature in the discharging pipes to save energy. This new system distinguishes between the moments in which food is being prepared, troughs and peaks. With normal traffic, fan speed slows down and the air ventilation switches off, thus reducing operating costs.

In the Netherlands concerted efforts were made to bring about improvements, especially with regard to energy efficiency. These efforts resulted in the achievement of targeted objectives: in recent years smart energy meters were installed in all stores as well as gas meters.

In recent years, the Autogrill Group has ramped up its commitment to the development of commercial structures equipped with top-notch tools to monitor and manage waste. The approach was multifaceted and cross-sectional: from the set point temperature changes to failure prevention by exploiting technological alerts; from network staff training during the performance of audits to the weekly analysis of consumption to monitor short-term actions; from the computation of consumption to verify management failures to the prompt reporting of failures that may have an impact on consumption.

⁷ Comparable stores make reference to the same perimeter of the stores as in the previous year (which might not coincide with the total of the Italian stores). This is used as variation index of comparable store consumption in order to have consistent data to compare.

In Italy, energy consumption in comparable stores was reduced by 3.74% (equal to 4.94 GWh) in 2013, compared to 2012⁷.

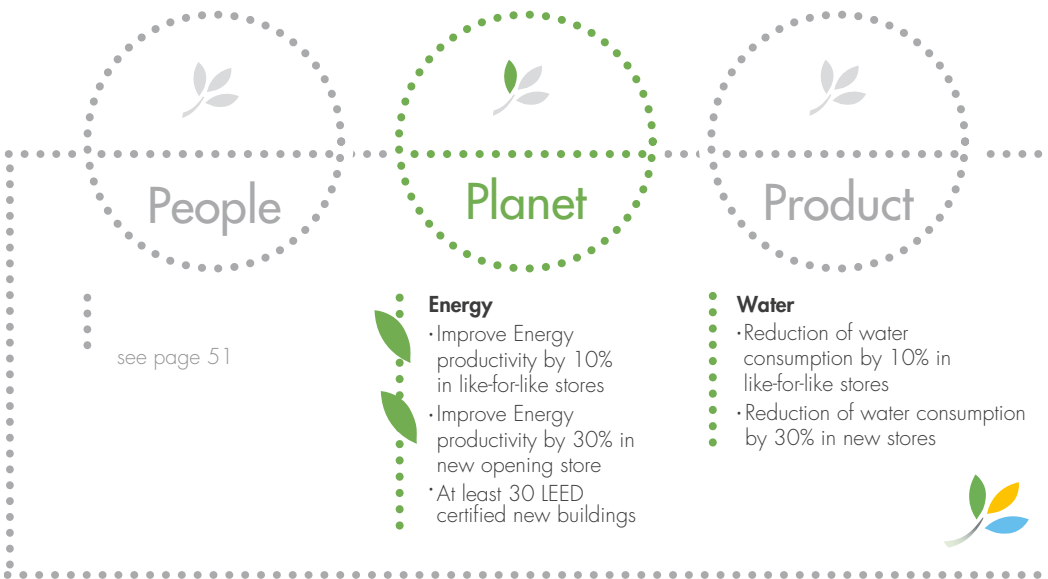
Sharing best practices among the countries within the Group plays a fundamental role in terms of engineering and technical purchases, similarly to the management of other aspects of the business (human resources, product offering and new service development). For instance, the use of LED technology in new stores is spreading in all the countries in which the Group operates. Moreover, in Spain, following the example of Italy, stores have implemented High-Speed Grill hot plates. Developed in collaboration with Electrolux, this solution combines three different technologies in a single piece of equipment (contact plate, infrared and microwave).

30 seconds are sufficient to warm up a sandwich, instead of the 2 minutes required using traditional plates, and they consume 0.5 KW/hour, half as much as the traditional ones. This technology also contributed to improving employee safety in the workplace.

Spain is also looking into the use of domotics to control light systems, heating, air conditioning and production equipment. A pilot system was successfully installed in a few stores and yielded good energy savings.

In addition, after an initial test, which proved very successful with consumers, open refrigerators were replaced with refrigerators equipped with sliding doors in the stores in Europe. This small modification will also result in energy savings.

Afuture Roadmap (2012-2015)



At the end of 2011 Autogrill first launched an internal challenge, setting sustainability objectives to be reached within 2015, based on a 2012 baseline.

In the **Planet** area, one of Autogrill's objectives is energy consumption. In 2013 there was a 1% reduction in the energy productivity index (€/MWh), with a 4% drop in sales and a 3% dip in indirect energy consumption. In the new stores opened in 2013, the energy productivity index improved by 8%.

Note: The perimeter of reference was identified based on the robustness of the currently implemented analysis system, which enables an effective flow of data useful for monitoring the objectives included in the Roadmap (Belgium, France, Italy and Spain).

Water

About 97% of the planet's water is contained in the oceans and seas, 2% consists of fresh water stored in the polar icecaps and glaciers and only 1% is readily available fresh water (lakes, rivers, groundwater). Climate change is only partially responsible for the progressive reduction of water; other causes are the increase in demand due to various factors, including, among others, increasing population, urban expansion, economic development and also modified diet regimens. Autogrill is fully aware of and recognizes how important it is to correctly manage water and, for this reason, the Group has undertaken several projects.

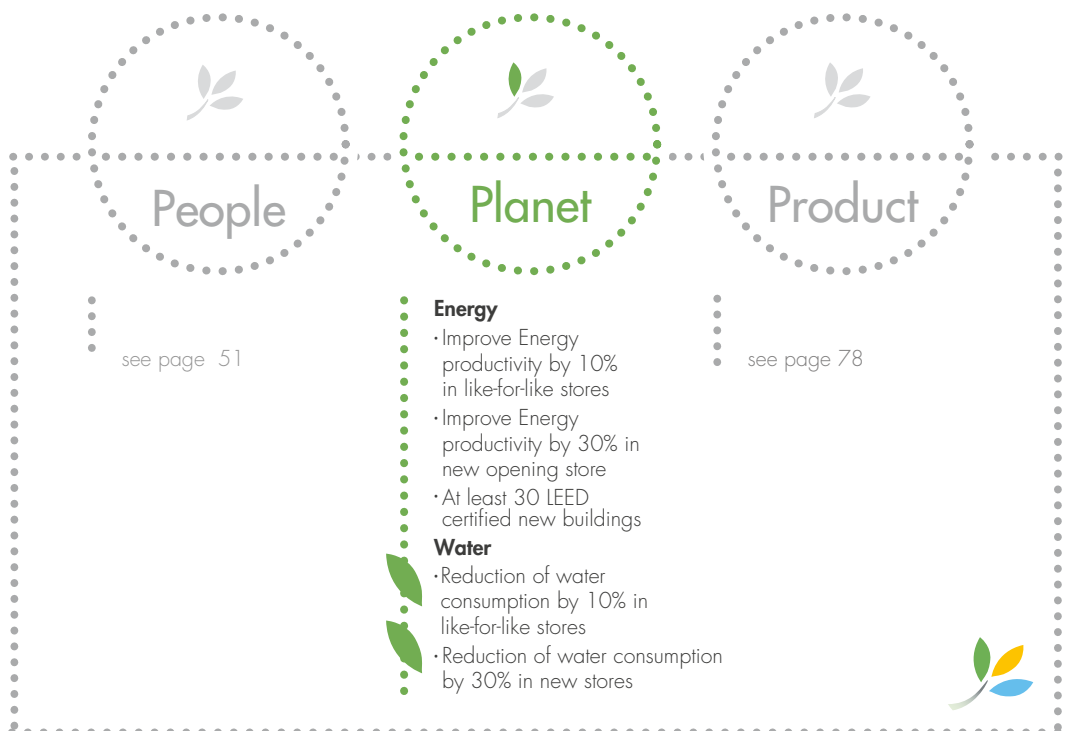
In the Italian stores water supply needs are met through uptake from the public waterworks: water is used for the management of toilets, kitchen activities and the fire-fighting systems. In the areas located far from the public waterworks, water is drawn from wells and/or rivers, while water

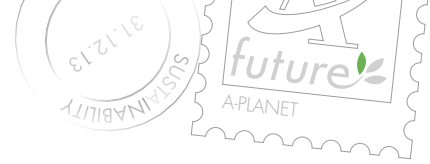
drainage management complies with the applicable local and national regulations.

In the stores where Autogrill is responsible for the management of toilets, the largest quantity of water used is concentrated there. Unlike energy, water is a source that is only partially renewable and, consequently, savings can only be reached by reducing consumption. In this respect, Autogrill is deeply committed. In all major countries in which the Group operates, stores use rainwater for the toilets, while a self-cleaning mechanical system is progressively being installed in the stores to replace the traditional water-based system. In recent years, water regulation systems, two-way water taps, air/water mixer valves and presence detection systems have been installed to optimize water consumption in the stores.

As with power, actions targeting savings and reduced consumption are continuously combined with control and prevention systems in the main stores.

A future Roadmap (2012-2015)





At the end of 2011 Autogrill first launched an internal challenge, setting sustainability objectives to be reached within 2015, based on a 2012 baseline.



In the Planet area, one of Autogrill's objectives is reducing water consumption.

Water consumption is represented by partial cost estimates. As a result, consumption is heavily impacted by the significant increase in water tariffs, particularly in Italy, since the number of stores is definitely higher than in other countries (based on the latest surveys, tariffs increased by +7.8% from 2011 to 2012. Extending the comparison to 2000 the increase would be equal to +61%. Source: 11th national sample survey on water supply tariffs for 2012, carried out by C.R.E.E.F. Centro Ricerche Economiche Educazione e Formazione Federconsumatori).

In 2013, the cost of water was up 6%. In the new stores opened in 2013 water consumption dropped by 53% compared to the average consumption by store. However, it is worth observing that this data is not specifically relevant, as the stores differ considerably by size, channel and opening period in the year.

Note: The perimeter of reference was identified based on the robustness of the currently implemented analysis system, which enables an effective flow of data useful for monitoring the objectives included in the Roadmap (Italy, Belgium, Spain and Austria).

Materials

As for waste, the different business sectors and the Group's broad offering of products and services make effective waste management complex. Waste is produced when products are prepared, but also when the service is rendered. Waste is also produced when food supplies are delivered on site with packaging that must be disposed of. Waste is produced when the service is delivered with the production of food residue and, sometimes, the use of disposable products. In any case, the correct approach to each of these steps represents another fundamental engagement in favor of the environment. In all the stores and business sectors, Autogrill Group has introduced waste differentiation.



HMSHost is committed to reducing waste (particularly in relation to the undifferentiated portion) by installing waste collection and recycling systems in the back of the stores. For instance, in the stores located at the Seattle-Tacoma international airport, thanks to a direct partnership with the airport facility management company, HMSHost developed a method to reduce the quantity of organic waste and paper brought to the landfill by using composting in the back of the store. All collaborators received training on how to manage waste. In addition to preventing compostable and recyclable waste from being brought to the landfill (including organic waste and paper), the store succeeded in registering a monthly saving on the costs for the collection of waste, won two prizes for sustainability launched by the Seattle airport and strengthened its collaboration with the landlord by contributing to the same landlord's objective of eco-sustainability (recycling 50% of residential solid waste by 2015). A similar project was also developed for milk containers in Atlanta.



HMSHost devised
criteria to reduce
organic and paper waste

Again, with reference to collaborations with partners in Spain, the number of light bulbs that are returned to the supplier for correct recycling when spent is increasing.

At the European level (Austria, Belgium, France, Italy, Spain and Switzerland), a growing number of stores are committed to differentiating oil, plastics and paper and, where possible, also recycling plastic materials and glass bottles collected from consumers. Autogrill Italia collaborates with the main specialized waste management operators for the management of the service that collects waste from the stores located on the highways, which are not always covered by the municipal services. The agreement includes the collection of waste in a deferred way, meaning that waste is first collected from the store undifferentiated, except for paper and paperboard, and then brought to a selection-treatment plant, where it is separated. Compostable material is collected separately from other waste in approximately 37 stores located on the highways. To this end, in 2013 a project was launched in collaboration with WWF Italia which envisaged



the development of an experimentation hub dedicated to food waste. The project involved the highway service stations of Villoresi Est, Brianza Nord and Brianza Sud, located close to the city of Milan.

The project, which is part of the WWF One Planet Food program, envisages the development of an integrated supply chain thanks to which the organic waste of three stores is transformed into compost which, in turn, will be used to "feed" a garden inside the WWF oasis at Bosco di Vanzago.

Again in Italy, the "Destinazione Ambiente" project was continued, currently involving 13 stores along the Turin-Venice A4 highway.

The initiative was launched in 2009 thanks to a collaboration with Conai (Consorzio Nazionale Imballaggi; Italian Packaging Consortium), Waste Italia and the Hera Group (Italy's main waste management companies) and ID&A for the development of the equipment used. This project envisages the management of differentiated waste collection both during the preparation and distribution of food. For the purpose of the project, not only collaborators are committed to contributing but also consumers inside and outside the stores. To this end, different forms of communication and different ad hoc designed devices will be installed to collect different kinds of waste. Moreover, with the idea of pursuing ongoing improvement throughout the entire waste management cycle, in 2013 all the stores participating in the project installed glass crushers. This resulted in a considerable reduction in the quantity of trips required for glass collection and management.

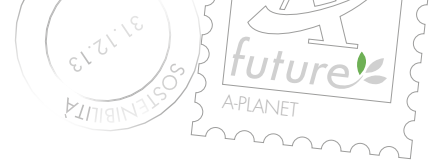
A project called "Progetto Piazzale" was launched in ninety locations on the highway, defined in collaboration with Autostrade per l'Italia. According to the project, the entire space of the refilling station is directly managed and cleaned by Autogrill.

In 2010, the locations in France began involving customers proactively through the development - in partnership with the Coca-Cola Company - of equipment to differentiate and collect PET bottles and cans in the store of Carrousel du Louvre. This equipment was then installed over the years in another 20 locations. Moreover, the plastic material used for take-away packaging was eliminated.

The choice to use bags produced from recycled or biodegradable material was made unanimously by Autogrill France, Autogrill Austria, HMSHost and Autogrill Italia.

launch of a
hub dedicated
to food scraps





Group logistics

Attention to eco-sustainability also involves distribution. Autogrill Group plays an active role in managing transport logistics, with the primary objective of limiting its supply-side carbon footprint. The supply of products to the stores is managed by optimizing the number of weekly deliveries and the routes driven to deliver the goods, privileging delivery to locations not far from one another. At the European level, logistics delivery and distribution services to the stores are mainly accomplished through road transport. These services are outsourced to specialized companies whose number varies according to production peaks. The same companies are responsible for the maintenance of the car park.

Autogrill Italia defined its own Car Policy with the objective of maintaining a car park managed according to sustainable principles and, as a result, reducing atmospheric emissions, yet with the same car comfort, safety and performance levels. This also means gradually replacing ageing vehicles with new ones. In addition, a concrete step was the setting of a cap for CO₂ emissions at 160g/km per car (257g/mile). Moreover, in order to ensure high safety standards, all vehicles must be equipped with the main safety features: electronic stability control (ESC), fog lamps, driver, passenger and lateral airbags and speakerphone kit. The collaboration between Autogrill Italia and the monthly magazine Quattro Ruote was established to support this orientation: the "10x10" campaign gathered Italy's largest companies together to join in the fight to reduce CO₂ emissions generated by corporate car parks.

Tables



The Group's economic, social and environmental performance



Autogrill in figures

Group's financial highlights

Following the partial proportional spinoff of Autogrill S.p.A. completed on 1 October 2013, 2012 data reported in this chapter only refers to Food & Beverage activities and does not include Travel Retail & Duty Free for comparison purposes.

Income statement

(m€)	FY 2013	FY 2012	Difference	
			2012	Like-for-like
Revenues	3,984.8	4,075.6	(2.2%)	(0.3%)
EBITDA	314.0	327.6	(4.1%)	(1.9%)
% on revenues	7.9%	8.0%		
EBIT	88.3	102.2	(13.7%)	(10.3%)
% on revenues	2.2%	2.5%		
Net result for the period	8.3	7.4	12.1%	58.7%
% on revenues	0.2%	0.2%		
Net result for the period from operations subject to spinoff	91.1	102.8	(11.4%)	(8.8%)
Net result for the period - Group	87.9	96.8	(9.2%)	(4.4%)
Profit per share (€ cents)*				
- Base	34.7	38.2		
- Diluted	34.6	38.2		

* Includes results from operations subject to spinoff

(m€)	FY 2013	FY 2012	Difference	
			2012	Like-for-like
Net cash flow from operations	148.1	230.7		
Net investments	162.6	252.6	(35.6%)	(33.8%)
% on revenues	4.1%	6.2%		

(m€)	31.12.2013	31.12.2012	Difference	
			31.12.2012	Like-for-like
Net invested capital	1,117.5	1,149.0	(31.5)	6.2
Net financial position	672.7	933.2	(260.4)	(238.1)

Table for the determination of the economic value

(k€)	2013	2012
Economic value generated by the Group	4,746,883	4,867,124
Revenues and other operating proceeds	4,673,889	4,789,421
Net income resulting from transfers	1,274	2,373
Financial revenues	91,056	102,828
Value adjustments of financial activities	2,399	2,206
Bad debt	1,283	1,188
Impairment loss of tangible and intangible assets	15,654	24,104
Distributed economic value by the Group	4,435,016	4,567,013
Operating costs (suppliers, landlords, brand partners)	3,012,718	3,112,454
Employee salaries and wages	1,307,510	1,322,252
Amounts due to Shareholders and lenders	63,275	87,002
Amounts due to public administration	51,160	45,040
Gifts and donations	353	265
Economic value retained by the Group	311,867	300,111
Amortization and depreciation	210,099	201,253
Provisions	13,909	2,105
Reserves	87,859	96,752

Cost of personnel

(k€)	2013	2012
Wages and salaries	1,025,120	1,033,934
Social contributions	188,456	193,464
Benefits to employees	26,058	28,380
Other costs	78,556	76,046
TOTAL	1,318,190	1,331,823



Purchases of goods

(k€)	North America and Pacific Area	Europe	Group
2013 - Total	566,051	1,308,052	1,874,103
Catering services	459,567	304,376	763,944
Retail	88,196	466,972	555,168
Other	18,288	536,703	554,991
2012 - Total	581,531	1,373,245	1,954,775
Catering services	458,970	313,458	772,428
Retail	103,924	477,465	581,390
Other	18,636	582,321	600,958



Fees and royalties

(k€)	North America and Pacific Area	Europe	Group
2013 - Total	372,357	305,049	677,407
Costs for rents and concessions	300,627	292,389	593,016
Royalties for the use of brands	71,730	12,660	84,391
2012 - Total	382,206	297,341	679,547
Costs for rents and concessions	309,856	288,428	598,284
Royalties for the use of brands	72,350	8,913	81,263



Costs for energy and water

(k€)	North America and Pacific Area	Europe	Group
2013	28,856	66,554	95,410
%	30%	70%	
2012	30,366	67,219	97,585
%	31%	69%	

Group's social data



Type of contract Full time/Part time

2013	North America and Pacific Area		Europe		Total	
	Women	Men	Women	Men	Women	Men
Full time	13,276	9,978	5,214	4,919	18,490	14,897
%	67%	72%	39%	64%	55%	69%
Part time	6,553	3,866	8,311	2,781	14,864	6,647
%	33%	28%	61%	36%	45%	31%
Subtotal	19,829	13,844	13,525	7,700	33,354	21,544
%	59%	41%	64%	36%	61%	39%
TOTAL	33,673		21,225		54,898	

2012	North America and Pacific Area		Europe		Total	
	Women	Men	Women	Men	Women	Men
Full time	13,840	10,211	5,619	5,196	19,459	15,407
%	68%	73%	41%	66%	57%	70%
Part time	6,628	3,791	8,245	2,688	14,873	6,479
%	32%	27%	59%	34%	43%	30%
Subtotal	20,468	14,002	13,864	7,884	34,332	21,886
%	59%	41%	64%	36%	61%	39%
TOTAL	34,470		21,748		56,218	

2011	North America and Pacific Area		Europe		Total	
	Women	Men	Women	Men	Women	Men
Full time	13,889	9,882	5,893	5,387	19,782	15,269
%	69%	73%	41%	67%	57%	71%
Part time	6,210	3,664	8,516	2,597	14,726	6,261
%	31%	27%	59%	33%	43%	29%
Subtotal	20,099	13,546	14,409	7,984	34,508	21,530
%	60%	40%	64%	36%	62%	38%
TOTAL	33,645		22,393		56,038	

Type of contract - Europe

Temporary/permanent contract



	2013		2012		2011	
	Women	Men	Women	Men	Women	Men
Temporary contract	1,257	831	1,188	813	1,516	1,043
%	9%	11%	9%	10%	11%	13%
Permanent contract	12,268	6,869	12,676	7,071	12,893	6,941
%	91%	89%	91%	90%	89%	87%
Subtotal	13,525	7,700	13,864	7,884	14,409	7,984
TOTAL	21,225		21,748		22,393	

Note: North America and the Pacific are not included in the perimeter because collaborators in this area are classified pursuant to the currently applicable legislation ("At-will employment"), and therefore it was not possible to classify them based on the two types of contracts used at the European level. This legislation envisages that both parties may terminate the labor contract at any time without any liability.

Women



	2013		2012		2011	
	Women	Men	Women	Men	Women	Men
North America and the Pacific	19,829	13,844	20,468	14,002	20,099	13,546
%	59%	41%	59%	41%	60%	40%
Europe	13,525	7,700	13,864	7,884	14,409	7,984
%	64%	36%	64%	36%	64%	36%
TOTAL	33,354	21,544	34,332	21,886	34,508	21,530
	61%	39%	61%	39%	62%	38%

Organizational levels



2013	North America and Pacific Area				Europe				Total			
	Women		Men		Women		Men		Women		Men	
Headquarters												
Top Managers	54	36%	94	64%	17	15%	93	85%	71	28%	187	72%
Senior Managers	78	45%	96	55%	33	37%	55	63%	111	42%	151	58%
Managers	114	58%	81	42%	61	35%	112	65%	175	48%	193	52%
White collars	138	46%	164	54%	285	64%	160	36%	423	57%	324	43%
Subtotal headquarters	384	47%	435	53%	396	49%	420	51%	780	48%	855	52%
TOTAL HEADQUARTERS	819				816				1,635			

NETWORK	Women		Men		Women		Men		Women		Men	
	Area Managers	36	26%	100	74%	4	11%	34	89%	40	23%	134
Store managers	528	44%	677	56%	138	35%	253	65%	666	42%	930	57%
Managers	196	43%	262	57%	319	38%	519	62%	515	40%	781	60%
Heads of Service	782	47%	894	53%	1,519	62%	937	38%	2,301	56%	1,831	38%
Multi-service collaborators	17,902	61%	11,477	39%	11,149	67%	5,537	33%	29,051	63%	17,014	37%
Subtotal network	19,444	59%	13,410	41%	13,129	64%	7,280	36%	32,573	61%	20,690	39%
TOTAL NETWORK	32,854				20,409				53,263			
TOTAL	33,673				21,225				54,898			



Injuries - Europe

Perimeter: Belgium, France, Italy and Spain -> 76% of the Total of Collaborators in Europe

Type of injuries	2013	2012
Cutting	137	155
Fractures	9	11
Burns	40	49
Collisions and contusions	235	259
Distortions and sprains	168	163
Other	46	44
TOTAL	635	681
	-7%	-22%
<i>Injuries in progress</i>	224	213

Injury indicators	2013	2012
Frequency index	28.63	29.19
(n. of injuries x 1,000,000/hours worked)	-2%	-13%
Severity index	0.70	0.70
(n. of days lost due to injury x 1,000/hours worked)	0.57%	16%

Breakdown by age



2013	North America and Pacific Area			Europe			Total		
	Women	Men	%	Women	Men	%	Women	Men	%
16/17-20*	2,996	2,115	15%	458	357	4%	3,454	2,472	11%
21-30	6,571	4,552	33%	3,088	2,097	24%	9,659	6,649	30%
31-40	3,514	2,441	18%	4,411	1,984	30%	7,925	4,425	22%
41-50	3,119	2,146	16%	3,555	1,888	26%	6,674	4,034	20%
< 50	3,629	2,590	18%	2,010	1,377	16%	5,639	3,967	17%
Subtotal	19,829	13,844		13,522	7,703		33,351	21,547	
TOTAL		33,673			21,225			54,898	

2012	North America and Pacific Area			Europe			Total		
	Women	Men	%	Women	Men	%	Women	Men	%
16/17-20*	3,230	2,090	15%	440	381	4%	3,670	2,471	11%
21-30	6,633	4,473	32%	3,409	2,231	26%	10,042	6,704	30%
31-40	3,557	2,539	18%	4,662	2,021	31%	8,219	4,560	23%
41-50	3,338	2,244	16%	3,559	1,961	25%	6,897	4,205	20%
< 50	3,710	2,656	18%	1,798	1,286	14%	5,508	3,942	17%
Subtotal	20,468	14,002		13,868	7,880		34,336	21,882	
TOTAL		34,470			21,748			56,218	

* For North America and the Pacific the first age bracket is 16-20, for Europe 17- 20.



Breakdown by nationality - Europe

Perimeter: Austria, Belgium, Denmark, France, Italy, Spain and Switzerland -> 84% of the Total of Collaborators in Europe

2013	Women	Men	
EU countries	10,203	5,459	88%
Extra-EU countries	625	320	5%
Centre, Latin America	210	103	2%
Africa	252	344	3%
Asia	157	159	2%
Other	31	19	0.3%
Subtotal	11,478	6,404	
TOTAL		17,882	

2012*	Women	Men	
EU countries	10,537	5,606	87%
Extra-EU countries	628	318	5%
Centre, Latin America	214	102	2%
Africa	382	435	4%
Asia	191	164	2%
Other	12	13	0.1%
Subtotal	11,964	6,638	
TOTAL	18,602		

2011	Women	Men	
EU countries	11,290	5,885	88%
Extra-EU countries	681	330	5%
Centre, Latin America	252	106	2%
Africa	296	360	3%
Asia	161	163	2%
Other	46	27	0.4%
Subtotal	12,726	6,871	
TOTAL	19,597		

*errata corrige: 2012 values were adjusted



Breakdown by ethnic origin - United States

2013	Women	Men	
American-European natives	5,150	3,675	35%
American-African natives	4,677	2,928	30%
American-Indian natives and Alaska natives	96	59	1%
Hispanic	2,908	2,242	21%
Asian	1,800	1,249	12%
Hawaiian natives and natives of the Pacific islands	163	73	1%
Other	7	3	0.04%
Subtotal	14,801	10,229	
TOTAL	25,030		

2012	Women	Men	
American-European natives	5,679	4,036	36%
American-African natives	5,103	3,030	30%
American-Indian natives and Alaska natives	104	57	1%
Hispanic	3,003	2,253	20%
Asian	1,911	1,307	12%
Hawaiian natives and natives of the Pacific islands	175	75	1%
Other	18	15	0.1%
Subtotal	15,993	10,773	
TOTAL	26,766		

2011	Women	Men	
American-European natives	5,601	3,812	36%
American-African natives	4,732	2,811	29%
American-Indian natives and Alaska natives	66	54	0%
Hispanic	3,091	2,288	21%
Asian	1,963	1,367	13%
Hawaiian natives and natives of the Pacific islands	155	69	1%
Subtotal	15,608	10,401	
TOTAL	26,009		



Trade union presence index
(% collaborators adhering to trade unions)

	Italy	North America
2013	49%	44%
2012	45%	49%
2011	43%	46%



Training Europe

Perimeter: Belgium, Denmark, France, Italy, the Netherlands, Slovenia, Spain and Switzerland 87% of the Total Collaborators Europe

	2013		2012	
	Hours	Costs (€)	Hours	Costs (€)
In store training and education	32,663	627,740	81,244	1,873,062
Technical professional training	3,699	118,701	3,972	105,361
Managerial training	20,567	1,275,028	21,176	808,315
Hygiene, health and safety in the work place	65,622	1,495,717	70,520	1,780,996
Language	4,717	158,911	3,504	143,112
Other	2,033	227,930	3,236	124,211
TOTAL	129,301	3,904,027	183,652	4,835,057
<i>% training costs covered by subsidies</i>		8%		13%
<i>Nr. of collaborators in the indicated perimeter</i>		18,397		19,163
<i>Training days per capita</i>		1.03		1.54



Donations (€)

2013	Direct contribution	Indirect contribution	Contribution in kind and services	Total
	North America and the Pacific	286,529	192,844	2,763,379
Europe	66,667	5,260	438,700	510,626
TOTAL	353,195	198,103	3,202,078	3,753,377

2012	Direct contribution	Indirect contribution	Contribution in kind and services	Total
	North America and the Pacific	244,504	495,659	1,400,787
Europe	20,750	18,696	283,800	323,247
TOTAL	265,254	514,355	1,684,588	2,464,197

2011	Direct contribution	Indirect contribution	Contribution in kind and services	Total
	North America and the Pacific	144,656	896,898	343,254
Europe	50,383	45,793	333,393	429,569
TOTAL	195,039	942,691	676,647	1,814,377

Group's environmental data

The variation in the number of stores in the years reported reflects the trend of concessions and contracts

Indirect energy consumption - Europe*

Perimeter: Austria, Belgium, Italy and Spain



	Units	2013	2012**	2011
Number of stores	n°	587	629	620
Difference in the number of stores	%	-7%	1%	-8%
Indirect energy	MWh	221,366	227,980	238,039
Difference in yearly consumption	%	-3%	-4%	2%

* Data is partially estimated and includes consumption in the stores and headquarters of Austria, Belgium, Spain and Italy. Energy figures in Italy do not include consumption of the franchised stores and of the two distribution centers.

** Errata corrigé: 2012 data was updated according to balance values after the publication of the 2012 Sustainability Report.

Direct energy consumption - Italy*

	Units	2013	2012	2011
Number of stores	n°	453	500	488
Difference in the number of stores	%	-9%	2%	-4%
Methane or natural gas	m ³	400,000	400,000	400,000
Difference in yearly consumption	%	0%	0%	0%
Diesel oil	Liters	2,203,951	2,080,622	2,313,606
Difference in yearly consumption	%	6%	-10%	-3%
LPG and other	kg	51,759	73,480	53,404
Difference in yearly consumption	%	-30%	38%	29%

* Data is partially estimated and includes energy consumption in the stores and headquarters in Italy. Consumption of the franchised stores is not included.



Consumption of water - Europe*

Perimeter: Austria, Belgium, Spain and Italy

	Units	2013	2012	2011
Number of stores	n°	587	629	620
Difference in the number of stores	%	-7%	1%	-8%
Water	m ³	3,043,546	2,870,463	2,996,908
Difference in consumption of water	%	6%	-4%	-4%

* Data is partially estimated and includes consumption in the stores and headquarters of Austria, Belgium, Spain and Italy. Figures do not include consumption of water in the two distribution centers and in the franchised stores.

Waste - Italy*

	Units	2013	2012	2011
Number of stores	n°	544	584	598
Difference in the number of stores	%	-7%	-2%	-1%
Non-toxic waste	ton	43,666	53,714	45,586
Difference in the quantity of non-toxic waste	%	-19%	18%	7%
Toxic waste **	ton	7.95	7.63	6.36
Difference in the quantity of toxic waste	%	4%	20%	10%



* Data is partially estimated and includes the stores directly managed by Autogrill Italia, the franchised stores and the headquarters in Italy

** Errata corrige : 2011 and 2012 data on toxic waste was updated according to balance values after the publication of the 2012 Sustainability Report.



Materials: paper & cardboard - Italy *

	Units	2013	2012	2011
Number of stores	n°	544	584	598
Difference in the number of stores	%	-7%	-2%	-1%
Paper and cardboard	ton	4,480	4,648	5,242
Difference in paper and cardboard	%	-4%	-11%	-5%

* Data is partially estimated and includes the stores directly managed by Autogrill Italia, the franchised stores and the headquarters in Italy



Car Fleet - Europe

Perimeter: Belgium, France, Italy, the Netherlands, Spain and Switzerland

Number of vehicles	CO ₂ emission level < 160 g/Km	%	CO ₂ emission level > 160 g/Km	%	Total
2013	356	93%	27	7%	383
2012	364	91%	34	9%	398
2011	322	88%	46	13%	368

GRI-G3 Table of reference



GRI



Autogrill drafts its Sustainability Report based on GRI international guidelines

GRI-G3 Table of reference

Autogrill Group 2012 Sustainability Report was compiled in compliance with the Global Reporting Initiative GRI-G3 guidelines.

The following table shows the indicators of the GRI-G3 guidelines, the relevant page number in this Report, and the level of coverage, using the following symbols:

T = total

P = partial

NC = not covered

Some indicators are only given the partial symbol, as Autogrill prefers to be thoroughly transparent in describing to the stakeholders its vision and ongoing commitment to improving the Group's economic, social and environmental performance. Nevertheless, in the report a full account is given of the more significant issues regarding sustainability.

Key to symbols:

RGSAP: Corporate Governance Report and Ownership Structure

R&B: 2013 Annual Report

CE: Code of Ethics

GRI indicator	Description	Level of coverage	Page
PROFILE			
1. Strategy and analysis			
1.1	Statement of the organization's vision and strategy regarding its contribution to sustainable development	T	3, 12-13, 18-21
1.2	Description of key impacts, risks and opportunities	T	19, 21 27-29 R&B (45)
2. Profile of the organization			
2.1	Name of the organization	T	Cover
2.2	Primary brands, products and/or services.	T	10, 22-23, 63
2.3	Operational structure of the organization	T	25-26
2.4	Headquarters	T	120
2.5	Countries where the organization operates	T	10-11, 22-23
2.6	Ownership structure and legal form	T	10, 120
2.7	Markets served	T	10-11, 22-23
2.8	Dimension of the companies belonging to the organization, including: number of employees, net sales, total capitalization broken down in terms of debt and equity and quantity of products or services provided	T	10-11, 22-23
2.9	Significant changes in size and ownership structure	T	7, 26
2.10	Awards/prizes received	T	35
3. Parametri del report			
Report profile			
3.1	Reporting period for information provided	T	6-7
3.2	Date of most recent Report	T	6-7

GRI indicator	Description	Level of coverage	Page
3.3	Reporting cycle	T	6-7
3.4	Contacts and addresses for questions regarding the Report	T	120
Objective and boundary of the Report			
3.5	Process for defining Report content	T	6-7, 19, 21
3.6	Consolidation boundary of the Report	T	6-7, 19, 21
3.7	Limitations on the scope or boundary of the Report	T	6-7, 104, 105, 106, 109, 110
3.8	Information on Group related companies	T	6-7, 104, 105, 106, 109, 110
3.9	Data measurement techniques and the bases of calculations	T	6-7, 104, 105, 106, 109, 110
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	T	6-7, 104, 105, 106, 109, 110
3.11	Significant changes from previous reporting periods	T	6-7
GRI content index			
3.12	Table of reference	T	114-118
Assurance			
3.13	External assurance	T	See note
4. Governance, commitment, engagement			
Governance			
4.1	Governance structure of the organization	T	24, 26 RGSAP (10)
4.2	Indicate whether the Chairman is also an executive officer	T	RGSAP (24)
4.3	Independent Directors and/or non-executive Directors	T	RGSAP (24)
4.4	Mechanisms for shareholders and employees to provide recommendation	T	15, RGSAP (66)
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives and the performance of the organization	T	RGSAP (46), R&B (69, 70)
4.6	Conflicts of interest	T	RGSAP (31)
4.7	Qualifications and expertise of the Directors	T	RGSAP (25, 33)
4.8	Mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	T	14-15, 18, 21, CE
4.9	Procedures of the BoD for identifying and managing economic, environmental, and social performance	T	18-21, 49, 58, 69
4.10	Procedures for the valuation of the Directors' economic, environmental, and social performances	T	RGSAP (42, 49)
Commitment to external initiatives			
4.11	Explanation of how the precautionary approach or principle is applied	T	19-21, 27, 68
4.12	Subscription of economic, environmental, and social codes of conducts, principles e charters developed by external organizations	T	43, 72, 90
4.13	Memberships in national/international industry associations	T	43, 56, 58, 68, 71, 81
Stakeholder engagement			
4.14	List of stakeholder groups engaged by the organization	T	14-15
4.15	Principles for identifying and selecting stakeholders	T	14-15, 19, 21, CE
4.16	Approaches to stakeholder engagement	T	14-15
4.17	Key topics and concerns that have been raised through stakeholder engagement and the organization's response	T	40, 59, 60, 64, 66, 67, 83

GRI indicator	Description	Level of coverage	Page
ECONOMIC PERFORMANCE INDICATORS			
DMA	Information on management policies	T	10-11, 13, 14-15, 21, 22, 29, CE
Economic performance			
Core EC1	Direct economic value generated and distributed	T	11, 16, 101
Core EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	NC	
Core EC3	Coverage of the organization's defined benefit plan obligations	T	R&B (69, 103)
Core EC4	Significant financial assistance received from government	T	109
Market presence			
Core EC6	Policy, practices, and proportion of spending on locally-based suppliers	T	67, 68, 69, 102
Core EC7	Procedures for local hiring	T	45
Indirect economic impacts			
Core EC8	Development and impact of infrastructure investments and services provided primarily for public benefit	T	60, 71, 73, 87, 109
ENVIRONMENTAL PERFORMANCE INDICATORS			
DMA	Information on management policies	T	78, 87, 92, 94, 95, 97
Raw materials			
Core EN1	Raw materials used by weight or volume	P	95, 111
Core EN2	Percentage of materials used that are recycled input materials	P	95, 111
Energy			
Core EN3	Direct energy consumption by primary energy source	P	92, 102, 110
Core EN4	Indirect energy consumption by primary energy source	P	92, 102, 110
Additional EN5	Energy saved due to conservation and efficiency improvements (kWh saved, etc.)	T	87, 90, 92
Additional EN6	Energy-efficient or renewable energy based products and services	T	87, 90, 92
Water			
Core EN8	Total water withdrawal by source	P	94, 110
Biodiversity			
Core EN11	Location and size of land owned, leased, or managed in protected areas or areas of high biodiversity value outside protected areas	NC	
Core EN12	Description of significant impacts on biodiversity	NC	
Emissions and waste			
Core EN16	Total direct and indirect greenhouse gas emissions by weight	P	92, 102
Core EN17	Other relevant indirect greenhouse gas emissions by weight	NC	
Additional EN18	Initiatives to reduce greenhouse gas emissions and results obtained	P	84, 92, 102
Core EN19	Emissions of ozone-depleting substances by weight	P	89
Core EN20	Other emissions in atmosphere	NC	
Core EN21	Total water discharge by quality and destination	NC	
Core EN22	Total weight of waste by type and disposal method	P	95, 111
Core EN23	Total number and volume of significant spills	NC	
Products and services			
Core EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	T	84, 87, 92, 95, 97
Core EN27	Percentage of products sold and their packaging materials that are reclaimed by category	P	78, 95
Compliance			
Core EN28	Monetary value and total number of fines for non-compliance with environmental regulations	NC	

GRI indicator	Description	Level of coverage	Page
Transport			
Additional EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations and for transporting members of the workforce	P	97, 111
SOCIAL PERFORMANCE INDICATORS			
Labor practices			
DMA	Information on management policies	T	39, 42, 43, 45, 51, 53, 54 CE
Core LA1	Total workforce by employment type, employment contract, and region	T	103-108
Core LA2	Total number of personnel and turnover rate, by age, sex, geographical area	NC	
Additional LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	T	49
Labor management relations			
Core LA4	Percentage of employees covered by collective bargaining agreements	P	54
Core LA5	Minimum notice period regarding significant operational changes	T	54
Health and safety			
Additional LA6	Percentage of total workforce represented in the formal joint management-worker health and safety Committee	P	51
Core LA7	Rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities by region	P	51, 105
Core LA8	Education, training, prevention, and risk-control programs in place to assist workforce members	P	45, 108
Additional LA9	Health and safety topics covered in formal agreements with trade unions	P	51
Training and education			
Core LA10	Average yearly hours of training per employee by employee category	P	45, 108
Additional LA 11	Programs for skills and career development	T	45, 108
Additional LA 12	Percentage of employees receiving regular career development reviews	P	48
Diversity and equal opportunity			
Core LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	T	RGSAP (25) See note
Core LA14	Ratio of basic salary of men to women	NC	
Human rights			
DMA	Information on management policies	T	43, 54, 67, 68, 87, CE
Investment practices, suppliers selection practices and personnel training			
Core HR1	Significant investment agreements that include human rights clauses	P	67, 68
Core HR2	Supplier screening on human rights and actions taken	P	67,68
Non-discrimination			
Core HR4	Total number of discriminatory events and actions taken	NC	
Freedom of association			
Core HR5	Operations identified in which freedom of association and collective bargaining may be at significant risk and actions taken to defend these rights	T	See note
Child labor			
Core HR6	Use of child labor	T	See note
Forced and compulsory labor			
Core HR7	Use of forced and compulsory labor	T	See note

GRI indicator	Description	Level of coverage	Page
Society			
DMA	Information on management policies	T	60, CE
Community			
Core SO1	Management of the impact of operations on communities	P	60, 109
Corruption			
Core SO2	Analysis and monitoring of corruption risks	T	See note
Core SO3	Employees trained in anti-corruption policies and procedures	NC	
Core SO4	Actions taken in response to incidents of corruption	NC	
Political contributions			
Core SO5	Public policy positions and participation in public policy development	NC	
Additional SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions	P	See note
Compliance			
Core SO8	Sanctions for non-compliance with laws and regulations	NC	
Product responsibility			
DMA	Information on management policies	T	68, 69, 72, 73, CE
Customer health and safety			
Core PR1	Health and safety of products and services	T	58, 68, 69, 72, 73
Products and services – labeling			
Core PR3	Product and service information	P	68, 69, 72, 73
Additional PR5	Practices related to customer satisfaction	T	59
Advertising			
Core PR6	Laws, standards and voluntary codes related to marketing communications	NC	
Compliance			
Core PR9	Concerning the provision and use of products and services	NC	

Note 3.13

An internal assurance process was performed on the 2013 Sustainability Report and no external certification was required.

Note LA13

The Board of Directors is composed as follows: 8% women and 92% men, 8% Americans and 92% Italians, 15% aged 31- 50, 85% over 50.

Note HR5

In all the countries in which the Group operates freedom of association and collective bargaining is ensured and favored.

Note HR6-HR7

Autogrill complies with the regulations enforced in each country in which it operates and in developing countries considered at risk the Parent Company's policies apply, in order to avoid risks correlated to child labor and forced labor.

Note SO2

In the Group's main Business Units anti-corruption and anti-bribery risk analyses were carried out. Specifically, Italian Legislative Decree 231/01 and the US Foreign Corrupt Practices Act were taken as references for compliance.

Note SO6

In the countries in which the laws and/or regulations allow Group companies to make donations and contributions to political parties, these are checked and approved in advance by the Legal Affairs department in order to guarantee compliance with local laws.

GRI-G3 Application level verification



Statement GRI Application Level Check

GRI hereby states that **Autogrill S.p.A.** has presented its report "Sustainability Report 2013" to GRI's Report Services which have concluded that the report fulfils the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 29 April 2014



Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 28 April 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

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